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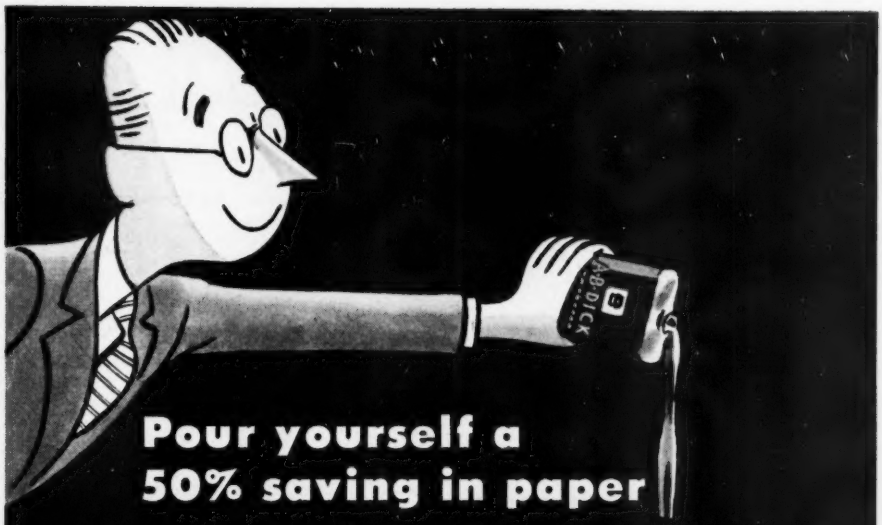

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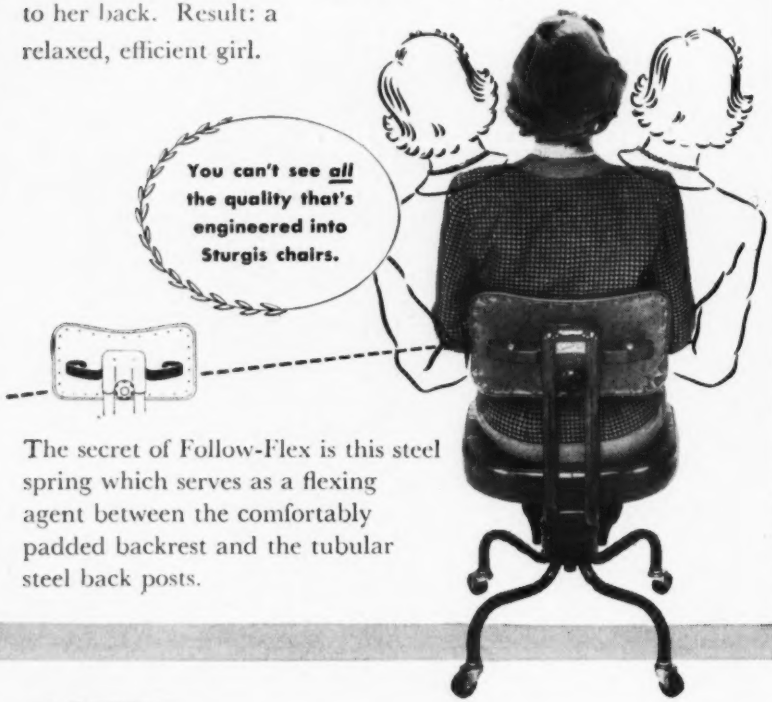

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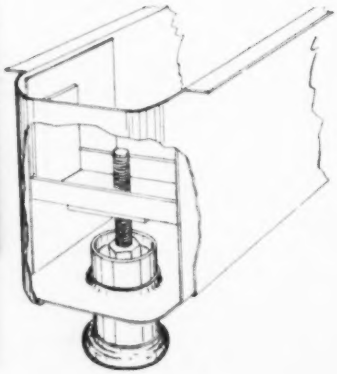

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The Case for the Consultant

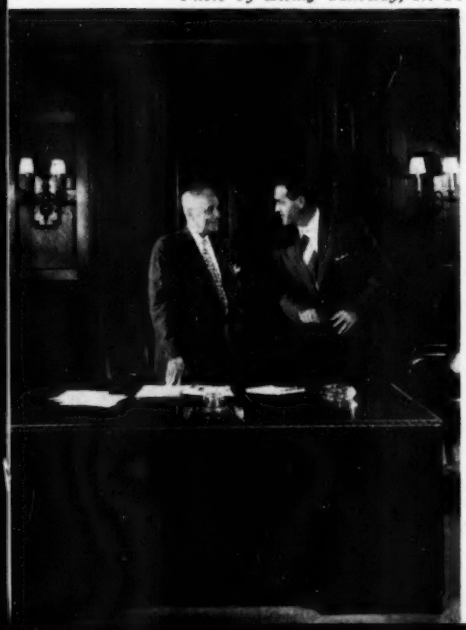
BY AN OFFICE MANAGEMENT CONSULTANT

SOME time ago I received an invitation to join a professional society of office system engineers. Very quickly afterwards, I got supplementary news that the invitation was in error; that only those who *work for a salary* were eligible for membership. Those who *work for a fee* are ineligible. I am not on a salary; I am therefore rejected. Will not the attorney of a company accept legal counsel as of equal professional rank?

I do not wish to lift this experience out of its context, nor to distort it. I grant that any group may organize its society with any restrictions which it may decide to impose. To the extent, however, that the above incident symbolizes attitudes transcending the personal prerogatives and opinions of members, it becomes a matter of general interest; and more important, represents issues which management faces and should understand thoroughly.

If legal counsel, from outside the organization, is accepted—why is there opposition to office management counsel?

Photo by Ewing Galloway, N. Y.

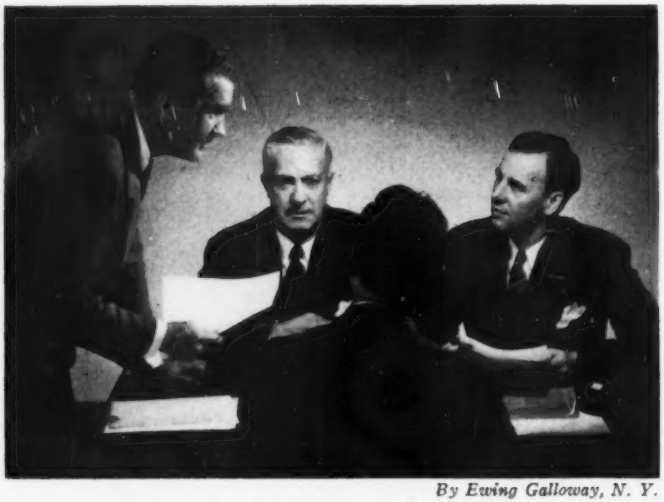


Historically, the consulting industrial engineer, working for a retainer or fee, probably antedated the staff department; in fact, contributed importantly to the growth of the latter. So far as I am aware, the consultant never conceived of himself as set apart from those who elect to serve one company, and in one field, rather than serving many companies in one field.

For my own part, I prefer retainers with companies having staff departments for research and planning, and particularly installation purposes, than retainers from companies which do not have such departments. I think it probable that other consultants will agree with this attitude. More often than not, I undertake to bring such departments into existence with clients I serve who lack such departments. I believe that the consulting engineer and the staff engineer do not exist to the exclusion of each other; but that, if the issue must be forced and the two ranked, the consultant must outrank the staff engineer. The staff department can have no better friend than a consultant who can be the spokesman, for the interest which the two represent, with management.

There are three things which I can achieve, working on a retainer, that I could not accomplish were I working for the same enterprise in a staff capacity:

1. I can keep the tasks of research and improvisation segregated. The most effective long-term planning depends heavily on this segregation. The staff engineer, particularly in the field of office methods and systems, is constantly at the call of any new venture, any inter-



By Ewing Galloway, N. Y.

Can a staff member effectively criticize his superiors?

ruption, he is the catchall for all excess, or headaches. His ability to separate the two tasks is at best limited and, in most cases, completely questionable.

2. Working on a retainer basis, I can obtain an objectivity and authority that I could not obtain were I a staff member. As a staff member I become a member of the social group, am on the same payroll, seek advancement from the same people, aspire to some of the same positions as those whose work I have to plan, and comingle at the same watering places. Conversely, I believe that administrative and line personnel will accord me a degree of cooperation, forthrightness and confidence which they can scarcely afford to offer to others who draw their compensation and seek advancement from the same source.

3. I also can, working on a retainer rather than a salary, confer with top management with a frankness and effectiveness which the staff member can never accomplish. How effectively can the staff member treat with the methods or conduct of his superior? The consultant is retained and received as an equal. He is able to look the man in question in the eye, be he the chairman of the board or any ranking near him, and tell him that the problem that the boss thinks resides some other place, in effect, rests with the boss himself. The staff member has a subjective view of himself and his position in the company, and his superiors, from whom he must draw his positional security. Thus, the staff member's Achilles' heel merely reflects my greatest area of effectiveness and enables me to serve him also as an objective and respected spokesman with the management of his own company.

Beyond all this is another practical consideration. The volume of work of the research, planning and installations engineering staff does not flow smoothly. In the nature of the case, the burden of such work must be irregular. Management is caught in a dilemma: either to staff adequately for the peakload and take all the consequences of scrapping and firing when the load falls away, or carrying too much overhead all the time; or, on the other hand, to staff inadequately and be forever chasing its tail trying to catch up with the job.

It is my opinion that management has a greater need for a consultant to advise it regarding its staff engineering department than with respect to any other phase of its need for engineering ser-

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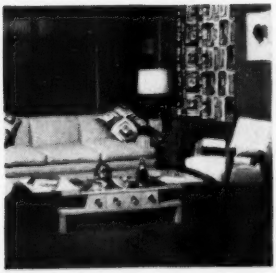

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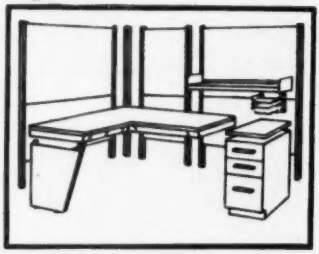

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vices. The preservation of the integrity of the work itself (being more complex than most realize) proper methods for evaluating results, correlating it with the human and psychological factors; and protecting procedures, organization and personnel from becoming the guinea pig of some planner's dreams are all very real problems of management. It must keep staff departments so weak and ineffectual that they can do no major damage or, giving them strength and effectiveness, keep them under control.

Since management itself is but a stage in the life of a modern business organization, how can the staff research unit be subordinate to management, to help give the latter its deserved effectiveness, and superior to it to assure that the broader or longer term interests of the enterprise itself are not prostituted by management? In the realm of finance a part of the answer is supplied by the public auditor. In the realm of law it is supplied by the outside counsel. Where does the answer lie in the realm of general management? Much of it lies in (a) staff work at the planning level; (b) staff work at the operation level; (c) staff work at the level of change (the training and re-training of personnel) and installing new procedures, machinery and organization; (d) correlating staff work with the nature of the business itself.

I suppose the life of the consultant, professional and personal, is less secure than that of the staff man on the payroll. But there are compensations on this score! There must be a verve and excitement which the staff man is likely to miss. No moss can grow beneath the consultant's feet. Who can fancy a situation like that of the head of the methods and procedures division of a large industrial corporation who pointed out frankly, to one who was a semi-stranger, that, "I need help and I would rather retain it than increase my staff. But I am not going to recommend the retention of consultants because they'll have the direct ear of the boss. I'm not going to build up my staff to the point where it would be adequate to do the job which I face because I'm quite sure that on the day of curtailment and retrenchment, the staff of my department would be the first to get cut if the department itself is not eliminated. I'm not going to worry particularly whether

"I won't recommend retaining office consultants because they'll have the direct ear of the boss."

By Ewing Galloway, N. Y.

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or not we are doing an adequate job. We do enough to make it apparent to management that our overhead represents a good investment. The thing which the boss does not know is how much more effective we could be if we were adequately staffed or in a position to supplement our forces through retainers and have the authority to go through problems which we now go around. This department was established because it is the vogue and we are surely going to do enough that, at least in good times, the boss will have no cause to regret his decision. How is he to know that he can get four times the result if he would double his commitment, as I am confident he can."

The growth of industrial engineering has been rapid in the last 25 years, both on a consulting and on a staff basis. Principal fields of activity have been production, transportation, selling and distribution. Only recently has the engineering work, with respect to general management, and paperwork, received important attention. This is a diverse and complicated field. Office work as an operational problem is a parallel to production as an operational problem. However, management, which also functions on paper and heads up in the office, is concerned with office operations as well as with all other phases of the business. Few colleges and universities have consciously educated men for these inter-related fields and curricula for this purpose are comparatively recent. There is, therefore, a shortage of qualified men in the field. The greatest sources of talent have been oblique, not direct, men being drawn from four angles: accounting, office equipment and office supplies (printing) field, industrial engineering and schools of business management. The clerical field, reaching into all parts and phases of business, represents an operational problem peculiar to itself. Its needs are not adequately covered by personnel trained in any one of the four fields defined above, but require a combination of all of them. It

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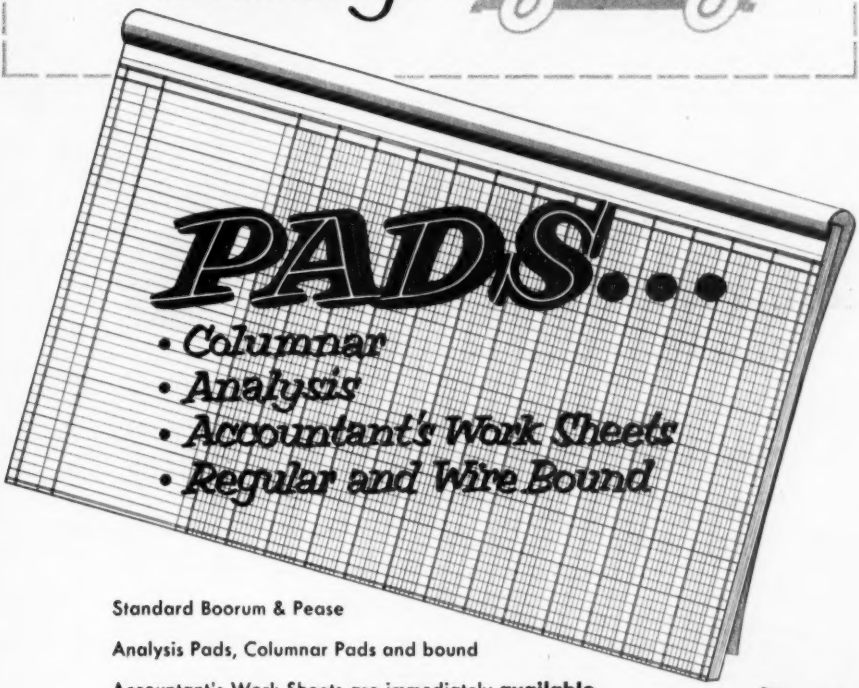

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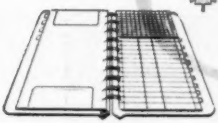

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is more difficult to specialize in these inter-related fields. An engineer may be dealing with the chairman of the board regarding his own methods at one moment and the next he may be concerned with a technical office machine, personnel or a procedural problem. This results in a good deal of caprice, not to say chaos, in this field at the present time. One illustration of the confusion is the decentralization of office work along with the general decentralization in industry. That is confusion to the point of irony. As production decentralizes, the paperwork problem becomes more complicated and should represent an integrating influence and, therefore, be *centralized*. Top management may delegate authority but it cannot delegate responsibility, except at its own risk. Delegating authority without information and control, is to gamble. In this situation, staff departments for office engineering have been multiplying in recent years. As a result, professional societies have sprung up. Not a little of this development represents a staking out of rights and privileges which may have little to do with the integrity of staff work, which is fundamentally professional work by its very nature. Management can well afford, in my opinion, to devote fresh thinking to these problems and to keep abreast of what is going on in this new field. Since the consultant can only exist by the success of his work, his professional life being dependent largely on a succession of short-term contracts, the greatest guarantee of the maintenance of essential professional integrity is likely to come from the consultants. The growth of professional societies which undertake to draw a line between serving on a salary and on a retainer, to the disadvantage of the latter, is indeed provincial in outlook.

(The pros and cons of the foregoing subject have been long lasting. THE OFFICE invites, for publication, the views of readers holding divergent opinions.—Ed.)

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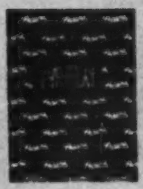

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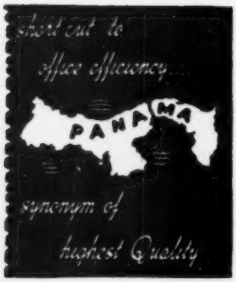

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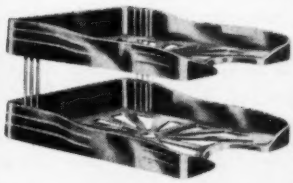

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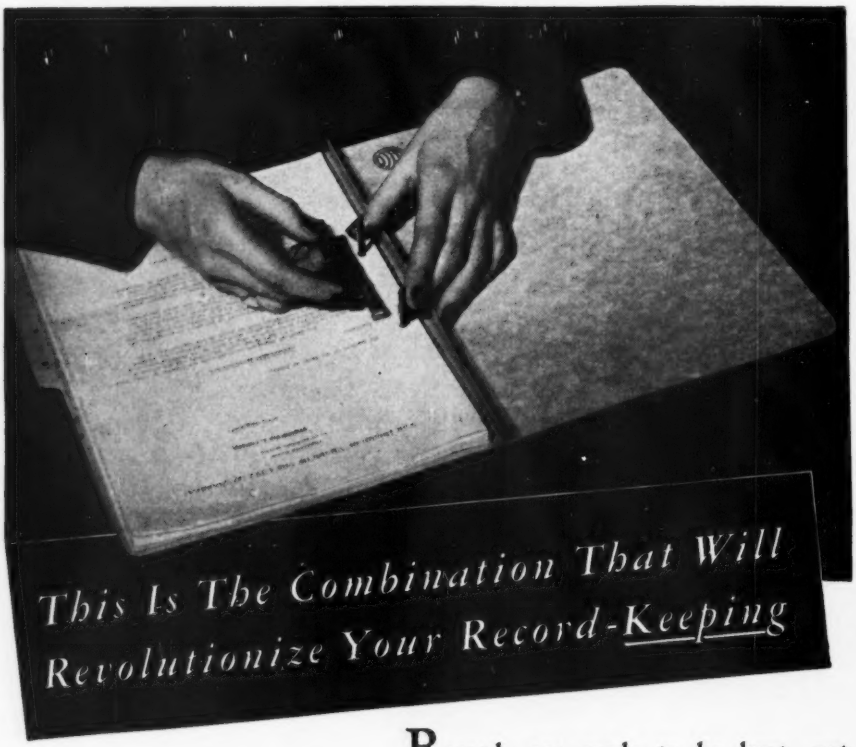


Records are made to be kept—not just any old way, but neatly, accessibly, systematically, safely. The one sure method that meets this ideal is the combination of

ACCO FASTENERS *and* ACCOBIND FOLDERS

Acco-binding in Accobind Folders of fine pressboard is "the touch of perfection" in office filing. It rids your files of soft folders, scattered papers, loose and mislaid sheets. It assures security, availability, system, proper sequence. It saves time, temper and money.

Acco-binding can be used in every department of your business—for temporary or permanent filing. Simply Acco-punch your correspondence and other papers, place them over the prongs of the Acco Fasteners in your Accobind Folders and be assured that "ACCO-bound papers are SAFE papers."

Why not settle now the vital matter of record-keeping in your office for all time? Start Acco-binding and see what it *saves.*

All good stationers have Accobind Folders and Acco Fasteners (30 styles) for your every need.

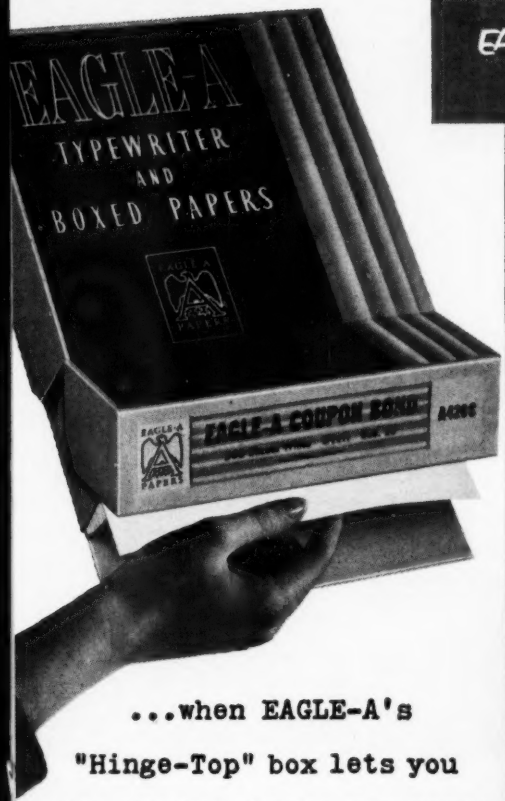
ACCO PRODUCTS, INC., OGDENSBURG, N. Y.

In Canada: Acco Canadian Co., Ltd., Toronto.

OFFICE TIP!

why dig for typewriter paper?

why lift the box top... and "pinch" the sheets out?



...when EAGLE-A's "Hinge-Top" box lets you slide out the sheets you need!

EAGLE-A's Hinge-Top BOX

saves you time and effort!

Exclusive feature... with these fine boxed papers:

EAGLE-A COUPON:
BOND (100% Rag Extra Number One)

EAGLE-A AGAWAM:
BOND, ONION SKIN (100% Rag)

EAGLE-A CONTRACT:
BOND (75% Rag)

EAGLE-A ACCEPTANCE:
BOND (50% Rag)

EAGLE-A TROJAN:
BOND, ONION SKIN, MANUSCRIPT COVER (25% Rag)

EAGLE-A QUALITY:
BOND, MANIFOLD (Number One Sulphite)

always ask your Stationer for

EAGLE-A BOXED TYPEWRITER PAPERS

AMERICAN WRITING PAPER CORPORATION
HOLYOKE, MASSACHUSETTS

.... CONTROL IT!
WITH A
Roberts 95
CON
DUP
REP
TRIP
QUAD
ROBERTS MODEL 95
ASK FOR IT
AT YOUR DEALER'S
Roberts
NUMBERING MACHINE CO.

WHAT PRODUC-TROL DOES FOR THE COLEMAN COMPANY

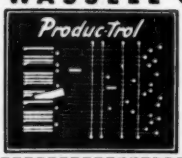
Keeping over 100 Coleman lighting and heating products on exact schedule is a whopping big job. But it's only part of the job that Produc-Trol visual control does for the manufacturer of the gasoline lamp and camp stove that every veteran soldier, camper, and woodsman knows.

Here's how Clarence Coleman puts it: "The simplicity of Produc-Trol and the degree of production control which it affords, have eliminated many otherwise necessary records . . . Produc-Trol minimizes chances for bottlenecks, material shortages, mistakes, and oversights, any one of which could seriously impair our production effort."

Small wonder, therefore, that Produc-Trol's job at Coleman has recently been expanded from *complete production control throughout the plant* to the control of inventory, assembly, product design, purchased specialties, spare or repair parts, and sales statistics.

Like Coleman, over 12,000 U.S. plants depend on Produc-Trol to maintain on-time schedules and smoother, more profitable operations. Why not you? Why not mail this coupon now?

WASSELL ORGANIZATION, INC.
WESTPORT 2, CONNECTICUT



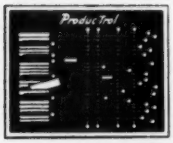
I'd like to know what Produc-Trol can do in controlling our _____

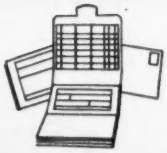
NAME _____

POSITION _____

(Please attach to your business letterhead)

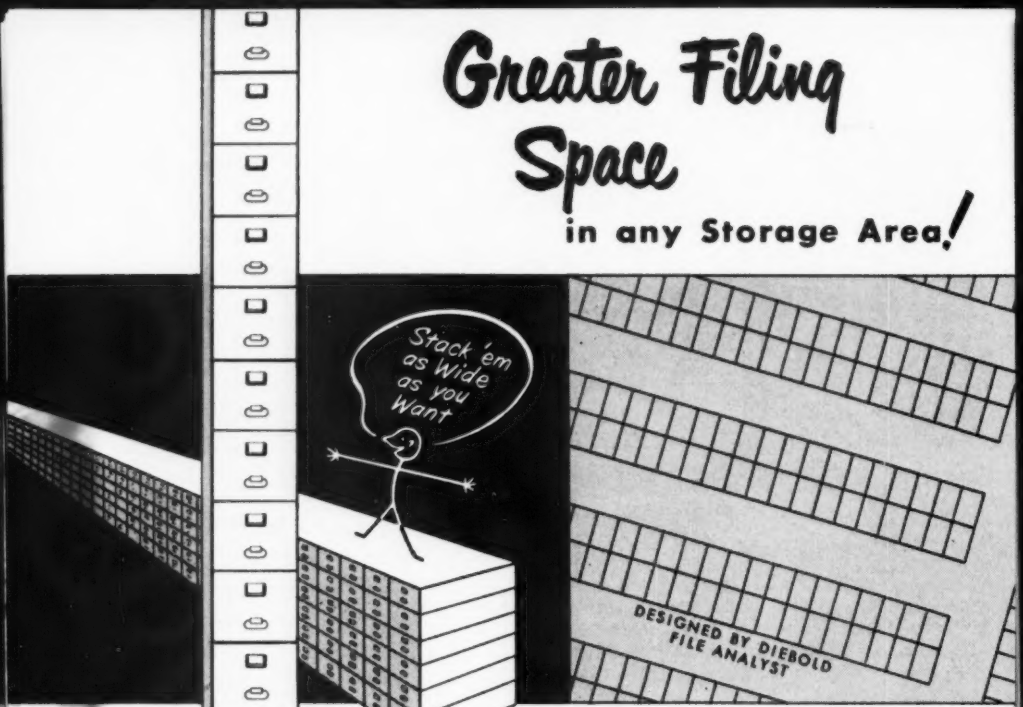
FOUR WASSELL EXCLUSIVES



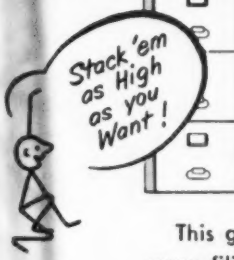


PRODUC-TROL	INSTALVELOPE	ROTOR-FILE	SIGNALOK
for Precision Control in Business	for Improved Time Payments	for Time-Saving, Space-Saving Filing	for Positive Record Analysis

Greater Filing Space in any Storage Area!



SAFE-T-STAK all Steel FILES

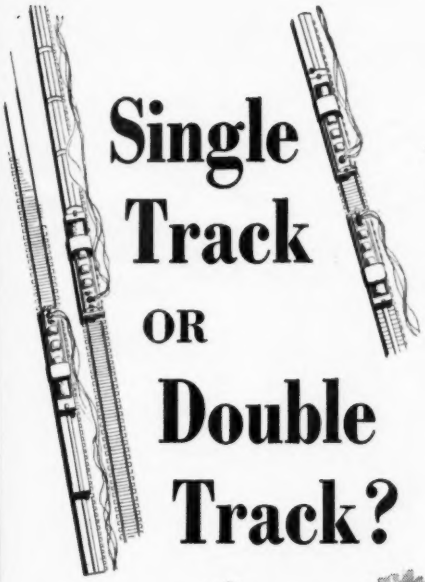


If your office is bulging at the seams, and storage space has evaporated—you'll welcome the call of a Diebold File Analyst! This gentleman will show you how you will get 10-20 or even 30% more filing capacity in your present storage area with the magic of Safe-T-Stak! He will actually survey your area and show you the proof on accurate drawings. Why not write for his call, or more information today.

Free!

Here are two outstanding brochures no modern office should be without — (1) "Record Retention Recommendations" which tells how long each record should be kept, (2) "Plan for Record Survival" which reviews methods to safeguard records in case of war. Sent free of charge, upon request on your letterhead. Please specify which brochure you desire.

Microfilm • Rotary, Vertical and Visible Filing Equipment • Safes, Chests and Vault Doors • Bank Vault Equipment • Burglar Alarms



Single Track OR Double Track?

You'll agree that double track makes for faster, smoother, more efficient railroading. Likewise, in business, two telephone systems are better than one! . . . Your regular city 'phones for incoming and outgoing calls, *and* SELECT-O-PHONE for all *inside* communications! SELECT-O-PHONE is automatic, operates independently of your switchboard, permits you to talk with from one to 55 inside stations, individually or collectively!

SELECT-O-PHONE helps expedite orders, frees your switchboard—saves time and money, increases operating efficiency! Get the facts—and you'll get SELECT-O-PHONE!

SELECT-O-PHONE Dial Intercommunication Systems are sold, installed and serviced by factory trained, exclusive, franchised dealers all over America.

KELLOGG Select-O-Phone

THE *INSIDE* VOICE OF BUSINESS

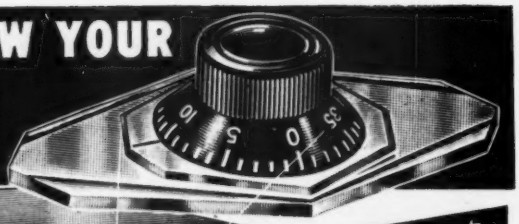
GET THE FACTS MAIL TODAY!

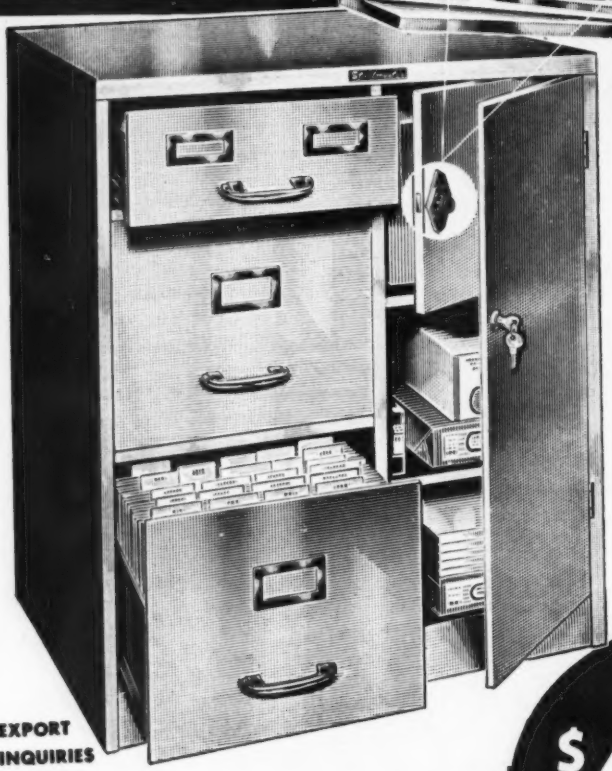
SELECT-O-PHONE DIVISION
Dept. 10-D
Kellogg Switchboard & Supply Co.
6650 So. Cicero Ave., Chicago 38

Please rush your new "Hear's How" booklet that explains how I can benefit from Kellogg SELECT-O-PHONE Dial Intercommunication.

Name_____
Company_____
Address_____
City_____ Zone_____ State_____

ONLY YOU KNOW YOUR OWN SECRET COMBINATION





Steelmaster

CB1

Card drawer for 3x5, 4x6, (cap. 3,000) or flat or check filing. Two letter drawers—ball bearing—compressor—non suspension. Strong combination lock. Safety vault. Stationery supply storage section — welded shelf, outside door. Comes complete with lock and keys on storage door.

Outside Dim.		Secret Section	Storage Section
HEIGHT	34"	12½"	17"
WIDTH	27"	11½"	11½"
DEPTH	16"	16"	16"

HEAVYWEIGHT 89 LBS. SHIP. WT.

CB1-C (LEGAL SIZE) ALL DIM. AS ABOVE, EXCEPT WIDTH, 30".

AVAILABLE IN GREEN OR GREY, INDICATE COLOR. PLUNGER LOCK FOR ALL DRAWERS, $9.90 EXTRA.

EXPORT INQUIRIES INVITED

ONLY $45.95 (LETTER) CB-1

CB1C—LEGAL SIZE $49.95

PRICES 20% HIGHER ON WEST COAST
AVAILABLE FOR IMMEDIATE DELIVERY

Tremendous, Smashing SALES VALUE!

art steel sales corp. new york 63 n. y., u. s. a.

THE WORLD'S FIRST

QUICK
PHOTOCOPYING
METHOD

in use since 1949
and still unsurpassed

Develop

QUICK-COPIER

with COPYRAPID paper
(protected by international patents)

Of course

No darkroom, no developing or fixing baths, no washing or drying installations.
Exact facsimiles with black text on light ground from any original – whether transparent or opaque, whether printed on one or both sides.
Your own typist can make it immediately.

and moreover

- Double-sided copies,
- Copies from the thickest books,
- Transparent copies from which blue-prints or duplicator stencils can immediately be made.
- COPYRAPID texts can be neither erased nor washed away.
  These copies can therefore be kept indefinitely – even in tropical climates.

Thousands of users in over 40 countries can certify its efficiency

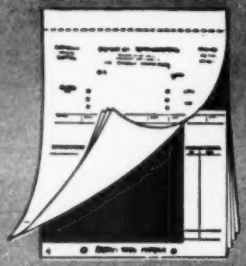
DEVELOP KOMMANDITGESELLSCHAFT DR. EISBEIN & CO.
KLEEMANN-STRASSE 6 · STUTTGART-BAD CANNSTATT · US ZONE · GERMANY

Sole distributors for Canada:
BLOCK & ANDERSON LTD., 2052 ST. CATHERINE STREET WEST, MONTREAL

Federal Specializes in

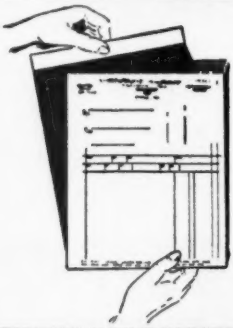
COMPLEX Business Forms

including

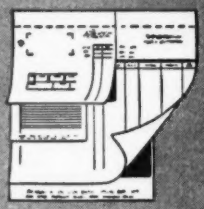


SNAP 'N PART

Carbon-Interleaved Sets



Federal designs and prints forms to solve *your* business problems. We *specialize* in complicated carbon-interleaved sets of all sizes and combinations of sizes. And because we use only the fastest, most modern machines available, you can depend on us for finer precision-printing — *and* prompt delivery. Federal prices are attractive. Why not have us quote on your next job?



FEDERAL DESIGNS AND PRINTS multiple carbon forms . . . carbon-interleaved statements . . . voucher and payroll checks . . . spot carbon and die-cut carbon forms . . . business machine forms.

FREE FORMS FOLDER

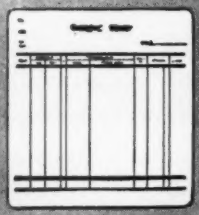
Federal Business Products, Inc., Dept. J,
90 Gold St., New York 38

Send me your free illustrated folder, "Short Cuts in Business Forms"

NAME_____

ADDRESS_____

CITY_____ ZONE_____ STATE_____



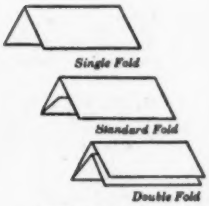
FEDERAL Business Products, Inc. PRINTERS OF BUSINESS FORMS SINCE 1926

90 GOLD ST. • NEW YORK 38 • CO 7-8850

Pitney-Bowes' *fast, low-cost*

Office Folding Machine

...so simple in operation anybody can use it!



THREE of the machine's eight basic folds

A practical, efficient folding machine for offices, this PB model can be used by anybody after a few minutes instruction . . . avoids peak period delays and overtime, saves hours of manual folding, or the expense of having folding done outside . . . pays for itself quickly.

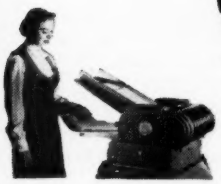
Fully automatic, high speed . . . takes all routine forms from 3x3½ to 11x24 inches . . . makes eight basic folds . . . will put two parallel folds in an 8½x11 inch letter size at 10,000 per hour . . . Feeds and delivers from the same end, saving operator effort and working space.

Easily adjustable . . . handy dials set this folder for paper thickness and position of folds . . . ready for a new job in a minute. Only 36 inches long, 18½ wide, 20¼ high, can be easily stored when not in use.

Precision built by Pitney-Bowes, world's largest maker of postage meters, and backed by nation-wide service from 93 offices in U. S. and Canada. Call the nearest PB office for information or send coupon below.

PITNEY-BOWES

Leading makers of mailing machines...offices in 93 cities.



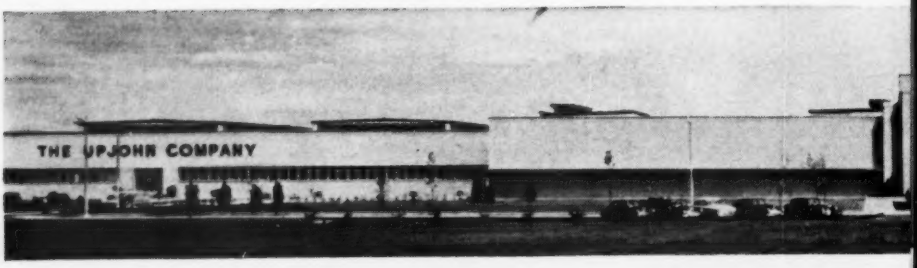
PITNEY-BOWES, Inc., 3429 Pacific St., Stamford, Conn.

Send free illustrated booklet on Folding Machine to:

Name _____

Firm _____

Address _____



"3 National Machines save us $27,000 a year"... THE Upjohn COMPANY

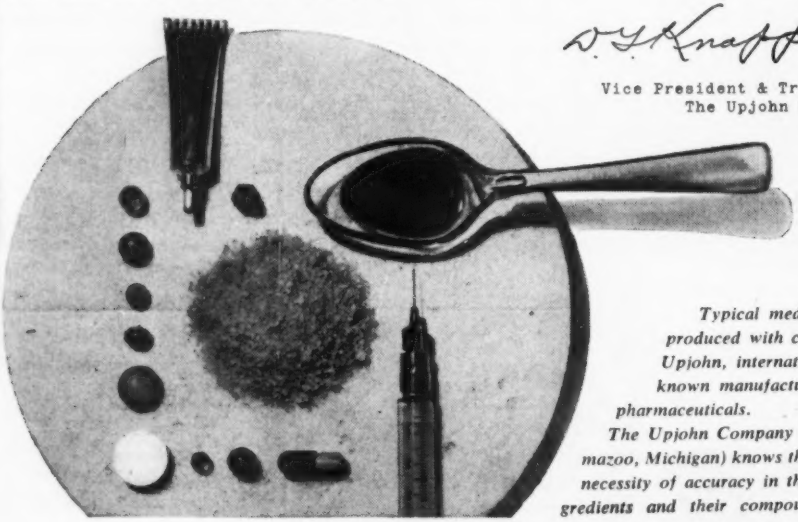
"Three National Payroll-Accounting Machines save us $27,000 a year, which returns their cost every 8 months. We use these machines for payroll writing, analysis and distribution and other accounting jobs.

"Recently we installed two of your Class 31 Accounting Machines for General Accounting work and have recently ordered another for still another job. We expect to effect substantial savings with them as well.

"We also use National Cash Registers in our cafeterias and canteens, and National Adding Machines in our offices. These machines, too, have paid for themselves through savings and other benefits."

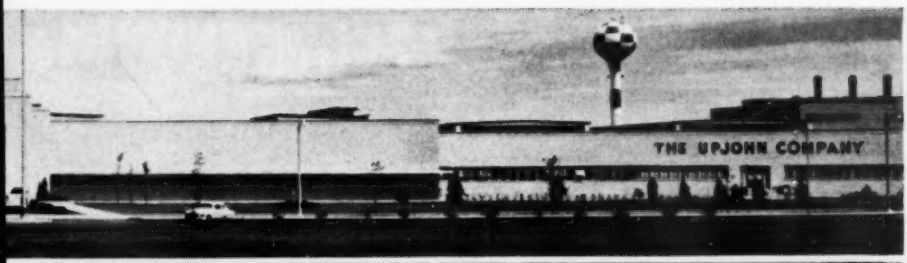
D. S. Knapp

Vice President & Treasurer
The Upjohn Company



Typical medicines, produced with care by Upjohn, internationally known manufacturer of pharmaceuticals.

The Upjohn Company (Kalamazoo, Michigan) knows the vital necessity of accuracy in their ingredients and their compounding.



NATIONAL PAYROLL-ACCOUNTING MACHINE.
(Model used by Upjohn). Has 25 payroll totals, and 42 totals for analysis and distribution.

NATIONAL SALES REGISTER.
Pays for itself in Upjohn's cafeterias by speeding service and enforcing correct recordings of transactions.

NATIONAL CLASS 31 ACCOUNTING MACHINE.
(Recently installed by Upjohn). Latest development for multiple-duty accounting. Has electrified typewriter for typing descriptions.

NATIONAL ADDING MACHINE.
(Model shown used by Upjohn). Has time-and-effort-saving features never before combined on one adding machine.

National machines promote accuracy in accounting by doing up to ⅔ of the work automatically — and what machines do automatically the operators cannot do wrong.

National machines soon pay for themselves out of the money they save, then go on year after year returning their cost as handsome profit.

There is a model for every size and type of business. Let the local National representative, a trained systems analyst, show what *you* can save with the National System suited to your particular needs.

National
ACCOUNTING MACHINES
CASH REGISTERS • ADDING MACHINES

THE NATIONAL CASH REGISTER COMPANY,
DAYTON 9, OHIO

SPEED UP WORK! CUT DOWN COSTS!

Make Direct Copies of Almost Anything with the Amazing Desk-Top OZAMATIC!

HERE'S ALL YOU DO:

1. Just Feed in Originals! No Retyping, No Stencils ...No Plates, No Negatives...No Darkroom... No Messy Inks!

2. Get Clean, Dry Copies Instantly! No Proof-reading...No Poor Carbons ...No Smudge or Distortion...No Drying.

CUT ORDER HANDLING COSTS

One of hundreds of OZALID uses

A Wholesale Hardware Firm* has one girl process 1,000 bills a day – nine times as many as before!

A Drug Chain* keeps accurate, up-to-the-minute inventories with Ozalid!

A Manufacturer* uses Ozalid to save $8,000 a year in procuring supplies!

**Names and details on request.*

This simple-to-operate OZAMATIC machine copies anything written, drawn, typed or printed on ordinary translucent materials. Makes positive, ready-to-use copies up to 16 inches wide, any length, at speeds up to 30 feet per minute. Your first copy is ready in seconds, or you can have 1,000 letter-size copies an hour at less than 1½¢ per copy.

Send today for full details – or call the Ozalid distributor listed in your telephone book.

OZALID, Dept. OF-5
General Aniline & Film Corp.
Johnson City, N. Y.

Gentlemen: Please send me complete information about your OZAMATIC machine.

Name.....

Company.....

Position.....

City.....State.....

Cut Copying Costs
...use
OZALID®

Johnson City, N. Y. A Division of General Aniline & Film Corporation. "From Research to Reality."
Ozalid in Canada – Hughes Owens Co., Ltd., Montreal.

Two parts to this Smudgy Carbon Story

CHAPTER I:

The smudgy-faced secretary, appropriately dressed in black faille, sat near her duplicating machine, feeling sorry for herself. On her hands, a smear; on her button-nose, a smudge. She was a four-time loser with old-fashioned spirit duplicating carbons.

CHAPTER II:

The clear-faced secretary, appropriately dressed in pink organdy, sat near her duplicating machine, feeling proud of herself. On her hands, no smear; on her button-nose, no smudge. On her lips, a smile. She was facing her future unafraid now that she had learned about

the new QUEEN "protect-o-coat" spirit duplicating carbon papers

coated by an extraordinary process that absolutely safeguards hands and clothing from smudge and smear. "protect-o-coat" insures *sharp, clear* copies on long runs, too!

QUEEN'S "protect-o-coat" is on every office's Best-Seller List! Ask your boss or purchasing agent to get some free samples; available in flat sheets or master unit forms—plain or pre-printed.

Queen
RIBBON & CARBON CO., Inc.
128 Wythe Ave., Brooklyn 11, N. Y.

Manufacturers of: INKED RIBBONS, CARBON PAPERS, MASTER UNITS, CARBONIZED ROLLS, SPIRIT and HECTOGRAPH DUPLICATING CARBONS
FACTORIES: Brooklyn, New York • Chicago, Illinois • Atlanta, Georgia

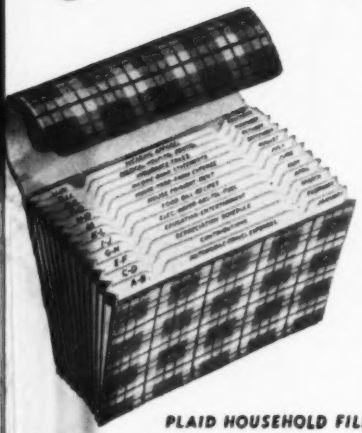
A Quality Line

SINCE 1906

From the very first item to the present line of over 3,100 stock items, we have concentrated on craftsmanship and the finest quality and grades of raw materials, making our line an outstanding quality line.

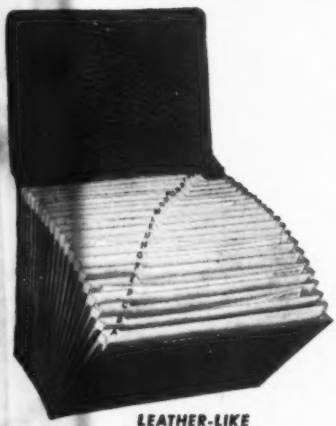
We have 5 separate factories for your protection and added service.

Write for our Catalog. We also invite your inquiries for specially made products.

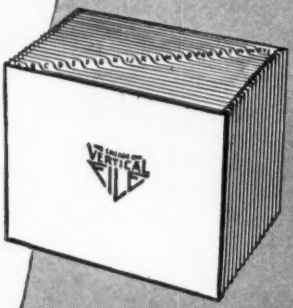


PLAID HOUSEHOLD FILE

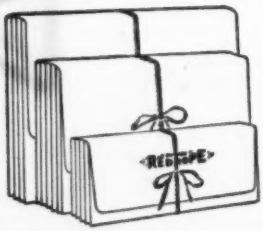
PROPOSAL COVERS



LEATHER-LIKE EXPANDING FILE



VERTICAL FILE

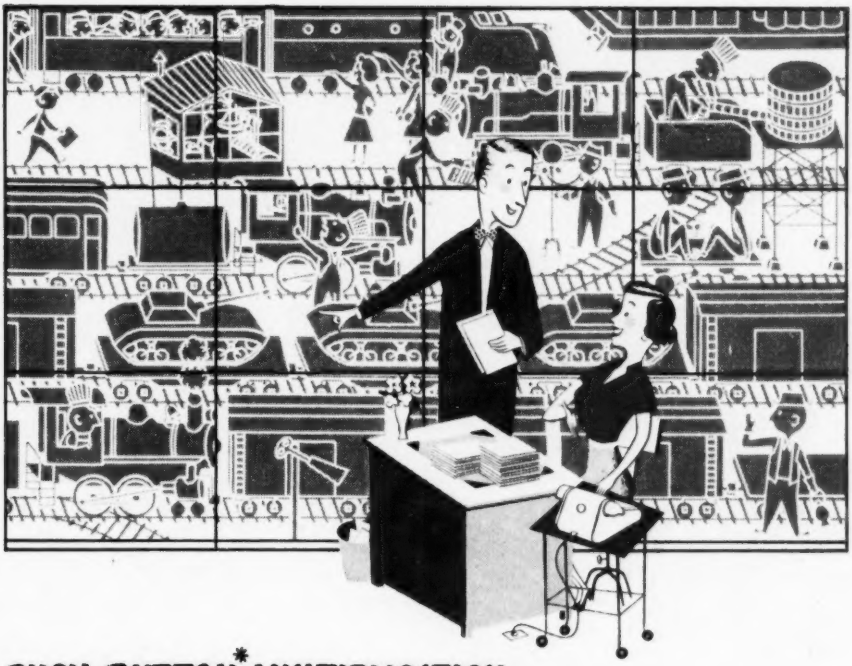


EXPANDING WALLET

DESK FILE

SUPER POCKET
"THE ALL PURPOSE FILE"

THE Smead MANUFACTURING CO., INC.- HASTINGS, MINNESOTA



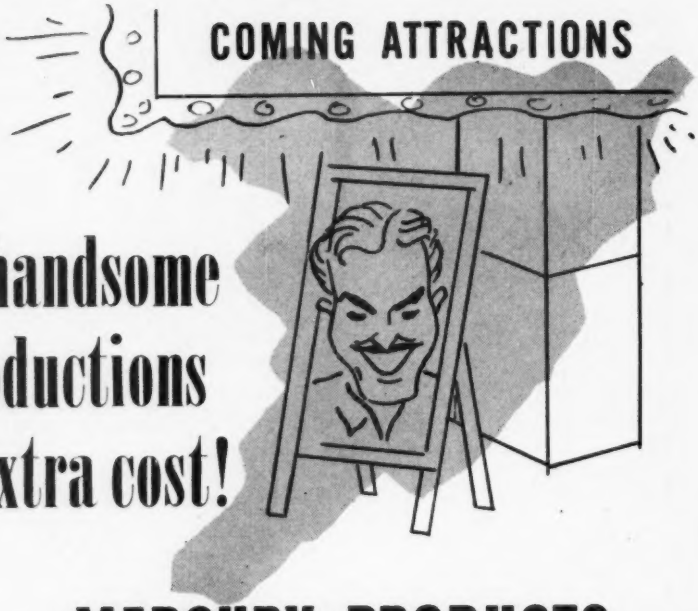
PUSH-BUTTON* MULTIPLICATION
delivers rearmament figurework
EASIER-FASTER-SURER

FASTER—because Marchant's mechanism performs at speeds ranging up to twice those of any other calculator.
EASIER—because Marchant saves the operator at least one step in every multiplication problem.
SURER—because Marchant is the only American-made calculator with dials for verifying the keyboard entry.
More than half of all calculator work is multiplication. Therefore, the obvious choice is the calculator that multiplies faster, easier, surer. Call the Marchant Man in your phone book—he'll prove it with a demonstration on your own work.

*** PUSH-BUTTON MULTIPLICATION**
1. Enter multiplicand in keyboard.
2. Answer appears simultaneously as multiplier is entered in Automatic Multiplier.

Mail this Coupon with your business letterhead to get our free
GUIDE TO MODERN FIGURING METHODS ☐
ILLUSTRATED BOOKLET ABOUT MARCHANT CALCULATORS ☐
MARCHANT CALCULATING MACHINE COMPANY
OAKLAND 8, CALIFORNIA 06

MARCHANT
AMERICA'S FIRST
Calculators

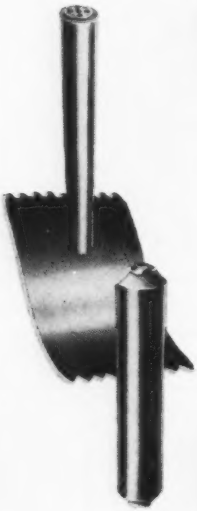


extra handsome reproductions at no extra cost!

MERCURY PRODUCTS

MERCURY-LITH ROLLERS AND BLANKETS
for Multilith printing machines

MERCURY-GRAPH ROLLERS
for Multigraph duplicating machines



When you print with Mercury Rollers and Blankets, it is hard to tell your reproductions from work turned out on full size presses in fine printing and lithographic plants. That's because these accessories are custom-built to extra high standards by the largest plant devoted exclusively to rollers and blankets for the graphic arts. Once you've used Mercury Products, nothing else will do.

RAPID ROLLER COMPANY

D. M. RAPPORT, Pres. Federal at 26th Street CHICAGO 16

FREE BOOKLET

Here's How To Cut Pencil Costs IN HALF

WITH

Autopoint

TRADE MARK

BETTER PENCILS

Find out why daily, more and more cost-conscious business firms are adopting "Autopoint" Pencils for *organization use*...the famous pencils with "Grip-Tite" Tips that won't let leads wobble, turn or fall out.

By equipping employees with "Autopoint" Pencils, *many cut their pencil costs IN HALF!* And they get a cost-cutting bonus of pencil sharpening time saved, greater efficiency, trouble-free writing. Why don't you save this kind of money? Send for free booklet showing full line of "Autopoint" Pencils, with low quantity prices.

No. 6
Utility Pencil

Has harmonizing clip, eraser ferrule and tip in silvonite finish. Available in the same style for both standard and "Real Thin" leads.

No. 8
Double End Pencil

Has finger grips colored to indicate color of lead: red, blue, green, purple, yellow or black. Available in the same style for both standard and "Real Thin" leads.

MAIL COUPON FOR FREE BOOKLET AND LOW QUANTITY PRICES

"Autopoint" and "Real Thin" are trademarks of Autopoint Company, Chicago.

AUTOPOINT COMPANY, Dept. O-4
1801 Foster Ave., Chicago 40, Illinois

Please send me free BOOKLET giving quantity prices on "Autopoint" Better Pencils for Organization use.

☐ Check here to have representative call.

Name _____

Company _____

Position _____

Street Address _____

City _____ *Zone* ____ *State* _____

SPEED-O-PRINT

Greatest Values in Duplicators

AUTOMATIC FEED DUPLICATORS WILL REPRODUCE ANYTHING THAT CAN BE TYPED, DRAWN, TRACED OR PHOTOGRAPHED ON A STENCIL

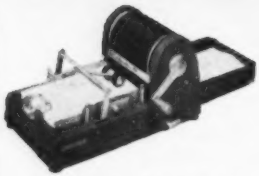
Liberator Model 200

$164.50 Reset Counter, $10

(Plus Excise Tax)

Hairline registration . . . it's the world's finest duplicator. Features front paper stops, automatic roller release, open cylinder with automatic brush inking.

In Futuramic Grey or Ebony Black Finishes

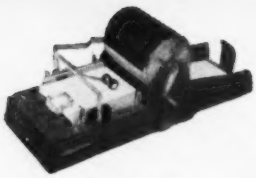


Liberator Model 50

Postcard (3x5) to menu size (6x9). Ideal duplicator for restaurants, hotels, drug stores, etc., for reproducing menus, sale tags, postcards.

$29.50 Automatic Counter, $6.50

(Plus Excise Tax)

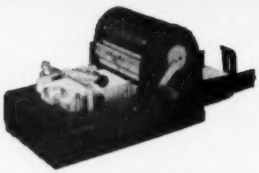


Model "L"

Reproduces postcard to legal size. Features backstop paper weight, side guides with 2 posts instead of 1, to assure accurate registration.

$69.50 Automatic Counter, $6.50

(Plus Excise Tax)



Liberator Model 100

Features accurate registration and automatic roller release to assure perfect, clean copies. Reproduces postcard to legal size.

$109.50 Reset Counter, $10.00

(Plus Excise Tax)

SPEED-O-PRINT CORPORATION 1801 W. LARCHMONT AVE. CHICAGO 13, ILLINOIS

SPEED-O-PRINT (CANADA) LTD. • 77 ST. CATHERINE ST., WEST • MONTREAL

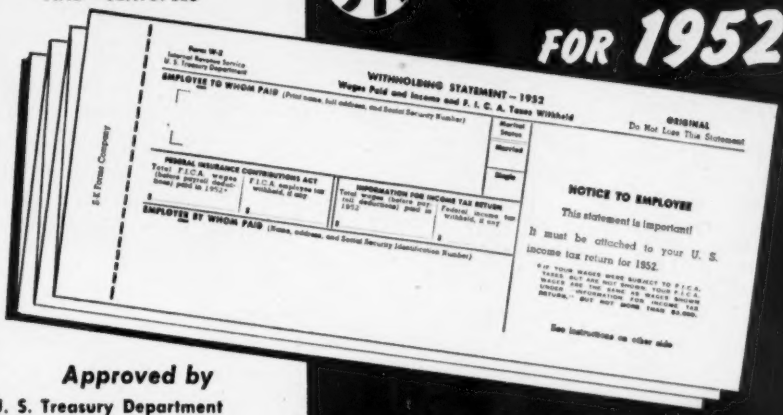
MOST EFFICIENT! LESS EXPENSIVE!

NO ADVANCE IN PRICES!

Immediate Delivery

6 SETS TO A STRIP
CARBONIZED IN "QUADS" — "QUINTS" AND "SEXTUPLES"

S-K W-2 FORMS FOR 1952



Approved by

- **U. S. Treasury Department**
- **Various States (5 and 6 part forms)**
- **Various Cities where practicable**
- **Special 5 part form for States of New York and North Carolina**

A SIMPLE "SNAP-OUT" MOTION INSTANTLY SEPARATES FORMS & CARBONS
Original and Duplicate Remain Attached Without Carbon.

IMPORTANT:
Write today for schedule of low prices and sample strip.

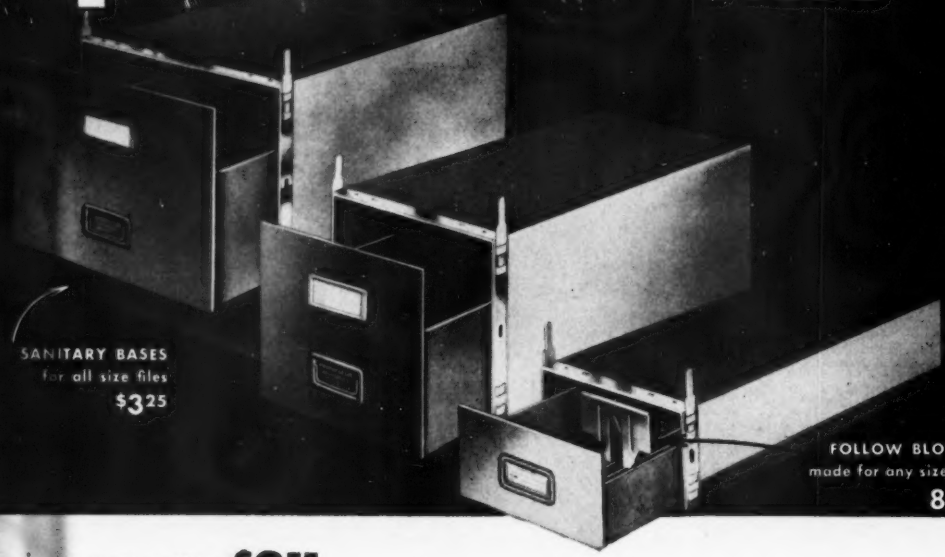
Forms W-2 and Envelopes including employer's imprint can be shipped within a few days from receipt of order.

S-K AND CAHILL LABOR SAVING ACCOUNTING FORMS

S-K FORMS CO.

1619 WALNUT STREET
PHILADELPHIA 3, PENNA.

pronto STORAGE FILES



Letter Size $3.55

Legal Size $4.35

Check Size $2.40

20 sizes to choose from. Size and price chart on request.

LOCATE YOUR RECORDS EASILY
—No more need of fussing and fuming. With Pronto files you can get at all records just as easily as in your regular active files.

STURDY CONSTRUCTION—
Prontos are built of 275-lb. test corrugated fibre board and reinforced with steel on the shell and the four corners of the drawers.

BEAUTIFUL APPEARANCE—
Pronto files are beautiful in appearance, finished in an attractive olive green. The steel drawer front matches your regular active office files.

SAVE FLOOR SPACE— Constructed so that they interlock into solid units and stack as high as the ceiling, saving valuable floor space.

PRICES SLIGHTLY HIGHER IN TEXAS, COLORADO AND WEST OF THE ROCKIES.

PRONTO FILE CORPORATION

285 Madison Avenue New York 17, N. Y.

Those Who WRITE May READ

KEE LOX TIMELY CARBON

For Those Who Need Many Copies.

THE MOST PERFECT CARBON OF 1952.

20 Copies

At One Writing

All Clean

Not a Smear or Rollmark

Automatically collated (ready for the typewriter) the carbon between the manifold sheets in the Kee Lox patented Kopy Aligner Collating Device and Box combined.

Very Easy to Use

Why use disagreeable systems when you can make up to 20 or more perfect copies easily and quickly on your own typewriter?

SAVE TIME—SAVE ANNOYANCE—SAVE MONEY

FILL IN THE COUPON AND PROVE IT—FREE!—IN YOUR OWN OFFICE.

We will send free to any Purchasing Agent, Office Manager or Secretary, 25 sheets of this famous 20-Copy Carbon, in your size, in a Kopy Aligner patented Collating Box. Write on your letterhead, please.

MAIL TODAY, THANKS.

KEE LOX MFG. CO., Rochester 1, N. Y. OM

Please send Free Samples and Box as above to:

FIRM .....

ADDRESS .....

We use ☐ Electric ☐ Standard ☐ Noiseless.

We make.....copies at a time.

SIGNED .....

TITLE .....

-it's Nylon

Discriminating Stenographers are switching to Klean -Write NYLON Typewriter Ribbons

This amazing new weave of Nylon has outstanding absorbency, will stand more pounding, both on electric and manual typewriters, than any other material—barring none.

Write today for exclusive dealership

FRANKEL MANUFACTURING CO.
DENVER, COLORADO

Rebuilt

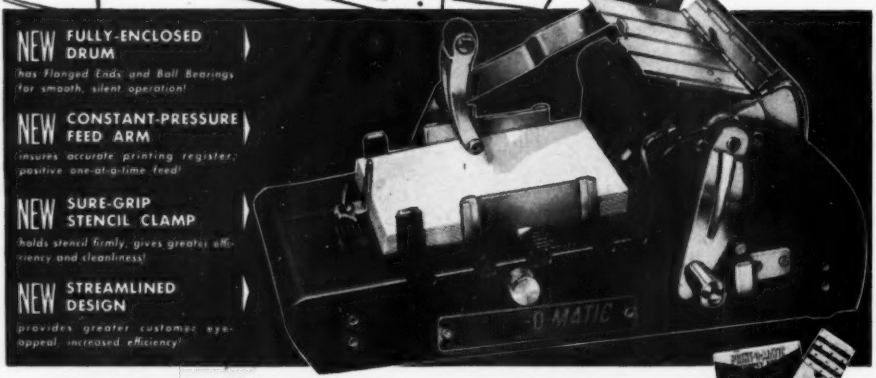
MONROE
Adding-Calculators

Here's a fine chance for wide-awake dealers to pick up a nice profit by stocking these universally favored calculators. All models and capacities—entirely rebuilt by experts and in tip-top operating condition—are available in limited quantities. Rebuilt Monroe Adding-Calculators are in demand. Dealers who want them should write now for full information and prices.

CALCULATOR EQUIPMENT CORPORATION
Orange, New Jersey

Now! Important New Features make PRINT-O-MATIC BETTER THAN EVER!

at no increase in price!



NEW MODEL A-2 PRINT-O-MATIC

AUTOMATIC, SELF-FEEDING, CARD-SIZE MIMEOGRAPH PRINTER

Hundreds of Money-Making, Money-Saving Direct Mail Uses for every business — every organization.

The world's biggest LITTLE MONEY MAKER

The BEST has been made even BETTER! Improved Model A-2 PRINT-O-MATIC brings you new opportunities for fast turnover and BIG profits.

PLUS ALL the regular features that have made Model A-2 Print-O-Matic "the world's biggest little money maker": Prints perfectly on thinnest paper or heavy cardboard . . . any size from 3" x 5" index card, U.S. Government post card, up to 4" x 6" . . . more than 2,000 copies per hour . . . clear, legible, professional work . . . up to 4 colors with replaceable, easy-to-clean drums. Attractive Print-O-Green hammertone finish. Moving parts of hardened steel for long wear.

Print-O-Matic makes your selling job easy with FREE advertising, counter displays, literature, and other promotional materials. Stock up now . . . "help yourself" to more sales — bigger profits!

RETAIL PRICE COMPLETE WITH SUPPLIES STILL ONLY

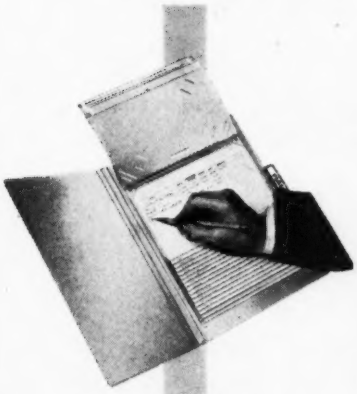
$15.75 (Fed. Tax Incl.)

Unconditionally guaranteed

NO EXTRAS TO BUY!
Everything your customer needs furnished with each machine.
CALL YOUR JOBBER or Write Direct TODAY!

THE Print-O-Matic COMPANY, INC.
Merchandise Mart • Chicago 54, Illinois
Pioneers in New and Better Stencil Duplicating Equipment

2 WAYS TO INCREASE EFFICIENCY



The tempo of present day business makes it increasingly difficult for men in key positions to keep pace with the trends hidden in their records. THE VICTOR RECORDEX VISIBLE FOLDER offers a twofold solution to this problem. It combines the advantages of a visible signaling system which gives you pertinent facts at a glance, with the convenience of a small folder that can be filed in a desk drawer or carried in a briefcase. You'll want RECORDEX for all your small or departmentalized records.

Don't waste countless office hours sorting checks, correspondence, orders and similar papers the outmoded way. The VICTOR SORTER will do the job quickly and accurately in far less time. Available in check or letter size, it is equipped with hinged A-Z dividers which can be adjusted to varying capacities. These features make one-hand sorting possible and prevent waste of time and effort... so vital to present day business.

See these business time savers at your stationery or office equipment dealer.

VICTOR

THE VICTOR SAFE & EQUIPMENT CO., INC.

NORTH TONAWANDA **NEW YORK**

TEMPO DOES IT AGAIN!

THE NEW

"Perfectly Self-Controlled"

TEMPO "700" INK

The *First* High-Speed, Quick-drying ink recommended for both open and closed-cylinder stencil duplicators.

Holds its place in the cylinder even at highest speeds. Costs no more than ordinary inks. Try it in *your* Duplicator.

See your Tempo Dealer or Write us Direct

OTHER FAMOUS TEMPO PRODUCTS

Tempo Film Stencils . . . for the kind of copy *you* want.

Tempo "500" Ink . . . for that press-printed finish.

Tempo Electric Duplicator . . . Today's most progressive advancement in office printing.

TEMPO
REG. U.S. PAT. OFF.
STENCIL
DUPLICATING PRODUCTS

Milo Harding Company

ESTABLISHED 1904

434 West Pico Boulevard

Los Angeles 15, Calif.

Cleared...for action

When there's a mountain of mail on your desk, your GRAY AUDOGRAPH makes it disappear *off* your desk—pronto! You're ready for profitable action *sooner*. Time studies show your paper work can move 30% faster with AUDOGRAPH.

AUDOGRAPH allows both parts of the executive-secretary team to handle the work load at the most convenient time. You *soundwrite* conferences, reports, memos, letters, while your secretary is free to go about *your* business for you.

A wealth of AUDOGRAPH time-saving features gets the job done better than can any other dictation system. One-lever control is all you need to operate. The flexible plastic disc holds an hour's dictation—can be resurfaced for reuse up to 50 times! The play-back dial lets you hear again what you've said—yet can't scratch the disc.

If you can use more working hours in the day, mail the coupon now.

Gray
AUDOGRAPH

AUDOGRAPH sales and service in 180 U. S. cities. See your Classified Telephone Directory under "Dictating Machines." Canada: Northern Electric Company, Ltd. Abroad: Westrex Corporation (Western Electric Company export affiliate) in 35 countries.

Audograph is made by The Gray Manufacturing Company — established 1891 — originators of the Telephone Pay Station.

"AUDOGRAPH" REG. U. S. PAT. OFF.

Features make it finest!

The Gray Manufacturing Company
Hartford 1, Conn.

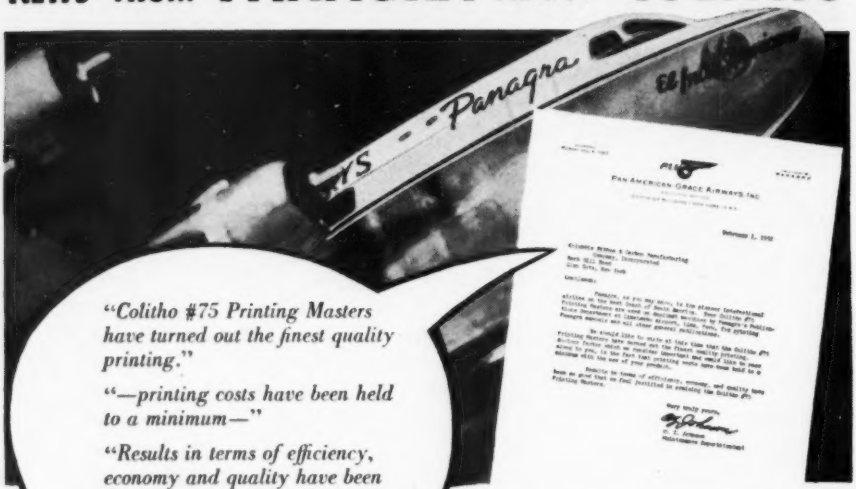
Send me Booklet R-4 "Manpower Starts With YOU!"

NAME _____

TITLE _____ FIRM _____

STREET _____ CITY _____

NEWS FROM PANAGRA ABOUT COLITHO



"Colitho #75 Printing Masters have turned out the finest quality printing."

"—printing costs have been held to a minimum—"

"Results in terms of efficiency, economy and quality have been so good that we feel justified in praising the Colitho #75 Printing Masters."

People in all kinds of businesses enjoy the happy experiences which Mr. O. Z. Johnson, Maintenance Superintendent for Pan American-Grace Airways, describes in his unsolicited letter. They know because their offset duplicating too, is on the high quality level attainable with Colitho Plates and Colitho Offset Duplicating Supplies.

It's you who have not yet tried Colitho who still have a pleasant surprise coming —and believe Mr. Johnson, if not us— you will be surprised at the clean, neat work and the volume of it you'll get from Colitho Plates.

Colitho Plates were designed universally for all duplicators. They must stand on their own merits and stand they do!

Colitho Plates are easy to prepare—write, type, print, or draw—and how quick! They require no pre-treatments —no aging—and no pampering. You handle Colitho Plates like an ordinary sheet of paper, yet the work comes out free of smudges and fingermarks. You can even fold and mail them! Long runs, re-runs and long life are Colitho characteristics which result in real economy.

So, find out why Mr. Johnson is so enthusiastic. Write us for samples and the complete Colitho story. (We'll tell you also how the Colitho "One-Write" idea cuts costs in business systems paper work.)

COLUMBIA RIBBON & CARBON MFG. CO., Inc.
101-4 Herb Hill Road, Glen Cove, L. I., New York

Colitho

OFFSET MASTER PLATES

Colitho plates and supplies make any offset duplicator a better duplicator.

NEW Books

A BASIC PLAN FOR RECORD RETENTION AND DESTRUCTION. ***Remington Rand Inc., New York, pp. 24, Free.***

Covers the classification of business records, organization and operation of a retention plan and economical records handling. Included is a case history of a record-retention program in a large utility corporation. Reproductions of forms used for record retention and destruction, and a table of the various types of records with retention periods, are among the many illustrations.

1952 MANUAL OF POSTAL INFORMATION, ***Sheppard Envelope Co., Worcester, Mass., pp. 47, FREE.***

Published under auspices of the Envelope Manufacturers Assn. of America, this booklet contains extensive data on postal rates and regulations for all classes of mail with recent changes printed in red ink. It also has tables showing the weights of envelopes, printing paper stock and ink, so that the postage cost of a mailing piece can be determined in advance of its production.

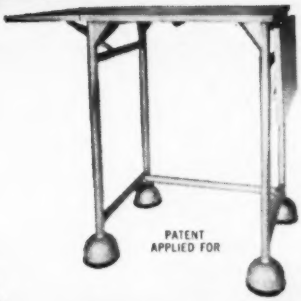
YOUR PENCIL SHARPENER: ITS CARE, LOCATION AND USE by Donald J. Leu. C. Howard Hunt Pen Co., Camden, N. J., pp. 25, Free.

A welcome study on an important, but often overlooked, piece of office equipment. While directed to schools, the text applies to offices with departments containing as many pencil users as the average classroom.

HIRING OLDER WOMEN, SUGGESTIONS TO EMPLOYERS. U. S. Government Printing Office, Washington, D. C., pp. 6, 5 cents.

Intended to encourage employment of older women by showing trends and quoting favorable experiences. Of interest in areas where office help is scarce. Ask for Catalog No. L 13.11:12.

SAFE! SOLID! SPECTACULAR!



New Cramer
OFFICE MACHINE STAND
with Finger Tip
Elevating Control*

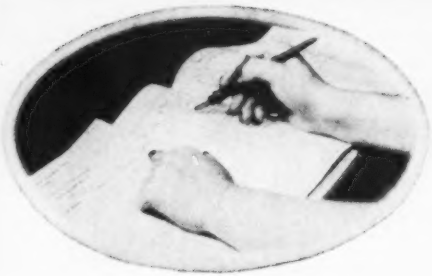
*Yes, it's finger tip! Rolls easily on casters and locks in working position with clever lever! Precision made. No swing...no sway. Write for complete descriptive matter.

Cramer Posture Chair Co., Inc.
1205 Charlotte Kansas City 6E, Mo.

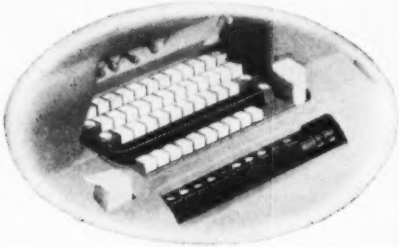
1,000 Uses
the Cramer
UTILITY STOOL

Revolving seat, 2" casters, unpadded or padded.

IMMEDIATE DELIVERY



Put this same employee



at this simplified keyboard

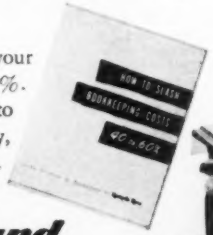
and reduce your clerical costs by 40 to 60%

One firm says: "We found that any girl who could operate a typewriter could be effectively trained on the Remington Rand accounting machine in 30 minutes — and immediately begin to produce a fair day's work. On the other hand, our experimental use of other machines indicated they would require substantially more special training and that we might be unable to find proper personnel in a tight labor market."

Easiest to use of all the accounting machines. You can get all the benefits of modern, mechanized accounting without upsetting your accounting department. Your present employees, *familiar with your procedures,* can easily operate this machine.

100%-electric. The operator simply enters amounts and descriptions on the single keyboard, which has standard alphabet keys and only ten numeral keys for all figure work. The rest of the accounting job is done automatically, *by the machine itself,* giving you completed and proved records with up-to-date balances.

Booklet AB-392 shows you how to slash your *net* bookkeeping costs by 40% to 60%. Ask your local representative, or write to Management Controls Reference Library, Room 1020, 315 Fourth Ave., N. Y. 10.



Remington Rand INC

Easiest-to-use of all the accounting machines

Photocopies Make Complex Work Tickets Easier for Champ Hats

RICHARD NEUMAIER
Systems Consultant, Philadelphia

OUR business is different, is an expression used by nearly every businessman. The men's hat business is different from many other businesses, because it requires a greater variation of manufacturing specifications for individual items on each order than most any other mass produced product. The quality of the hat body may differ considerably with the price range and the weight of the hat. In each of the price and weight ranges there are as many as 20 color shades. In addition, a hat may be trimmed with bands and stitchings of different styles, in all colors. There is nearly an astronomical variety in which you can allocate a dozen different hats into twelve sizes. Then most retailers want the name of their store imprinted on the leather band inside the hat. On top of all these variations there are sectional styles, whereby hats are required much earlier in the southern states than up north and certain style hats sell only in certain areas of the country.

All this adds up to only one thing—each order received from a customer has to be made up specifically for this customer, to his special requirements in his sizes and styles with his name imprinted on the leather band. But still we have to maintain a semblance of a production line; otherwise prices would be entirely too high for the retail trade. The run-of-the-mill customer will not pay the price for a special handmade hat.

Champ Hats, Inc., of Philadelphia, with factories at Sunbury, Pa., believe they have overcome one of their major difficulties in preparing the work tickets for hat manufacture. If the hats have all these variations, naturally the work tickets must show all these variable instructions and cannot be prepared in advance with all instructions pre-printed.

The key of this entire new approach lies in the use of the diazo reproduction process, the basic principle of which is the quick, low-cost copying of matter typed, printed or written on translucent paper. This process has been used for many years by industry and business. Copies are black-on-white or in other color combinations.

Specific application at Champ Hats starts with the writing of the salesman's original order. This is part of a four-part order form printed in black ink on translucent paper. Sales and delivery conditions are printed in translucent blue ink, which will not reproduce when processed through a Bruning Copyflex machine but is legible on the original order form. Major re-design in layout of the order form was necessary to permit the copying of name, address, order number and other factual information, in the required sequence, onto the order acknowledgment and the work tickets. The factual data was therefore printed on the bottom of the order form instead of the customary top section of the form. This actually does not change anything in the method of writing up a sales order and causes no difficulty for the salesman. It is required to write orders with a pencil that leaves a dark impression on the original form of the order pad. The order acknowledgment and production tickets are reproduced from the salesman's original copy and possibly the easiest explanation of this can be made by following the actual order department procedure at Champ Hats.

Original and duplicate orders are received on the mail desk, date stamped and forwarded to the order entry clerk who enters the orders in the order register (ledger sheets assigned to salesmen).

SHOW ROOMS:
New York
Detroit
Chicago
Denver
Dallas
Los Angeles

CHAMP HATS, Inc.

4 NORTH 11th STREET
PHILADELPHIA 7, PA.

America's Greatest
Hat Value
Nationally Advertised

	Date Shipped	DOZ.	STYLE	BRIM WIDTH	COLOR	PRICE		6⅝	6¾	6⅞	7	7⅛	7¼	7⅜	7½	7⅝
1																
2																
3																
4																
5																
6																
7																
8								6⅝	6¾	6⅞	7	7⅛	7¼	7⅜	7½	7⅝
9																
10																
11																
12																
13																
14																
15																
16																

THE HATS ON THIS ORDER WILL CARRY "CHAMP" DIES ONLY ON LEATHERS AND TIPS

Since CHAMP HATS are nationally advertised. Dealer agrees not to sell CHAMP HATS above or below our established Prices.

Customer .....
Or Authorized Agent

FOR FACTORY USE ONLY

A	B	C	D	E	F	G	H

This order is accepted subject to delays caused by strikes or labor disputes; and by accident, fire or other unforeseen or unavoidable delays that are beyond our control. No claims, allowances or damages will be considered unless we receive written notice within five days of receipt of merchandise. Delivery within 60 days after date specified above shall be construed as satisfactory delivery.

Our responsibility on all merchandise ceases when same is delivered by us to the transportation company, irrespective of the provisions of the bill of lading. We reserve the right to ship less units than listed above. We also reserve the right to make part shipments, which purchaser agrees to accept; and purchaser agrees to accept the balance at a later date without any deduction or allowance for transportation charges.

The acceptance of purchaser's order is subject to purchaser's credit being and continuing satisfactory to us until shipment.

CHAMP HATS, Inc.

Salesman use blocked-in area only.

Date	Salesman	Salesman's Order No.
Terms—2% 30 Days Net 60 Days	F. O. B. Sunbury, Pa.	Ship Via
	Name	
	Street	
	City	

DOZEN @ $
DOZEN @ $
DOZEN @ $
DOZEN @ $
DOZEN @ $

Salesman	Delivery Date	Order No.

Order No.	Order No.		Code

Total Dz.	Order No.	Cust. Sto Nos.

The four-part order form includes a translucent photocopy master on which unwanted copy appears in non-reproducing blue ink. The form is designed to permit copying of all facts onto the order acknowledgement and work ticket in the required sequence.

Champ Hats, Inc., makes its production tickets on a photocopy machine. Transparencies with production data like colors and styles are pulled from the Visirecord file and collated with original order's name and address card, and photocopy paper. The machine then automatically produces the complete production ticket.

Customer's name, address, and quantities are posted. The order is then numbered with a sextuple numbering machine: one impression on the order register, four impressions in the designated spaces on the salesman's original order form and the sixth impression on the duplicate order form.

The order entry clerk checks the order for correct style description and prices, then hands it to the visible record posting clerk, who occupies the adjoining desk. The posting clerk posts on the customer's visible record card the order number, date, amount of order, and enters on the original order form the customer's code number and the number of the die required for imprinting the customer's trademark or name in the hats. The accumulation of orders on this desk are forwarded every half-hour to the credit department for credit approval. Orders approved by the credit manager are released to the production order clerk.

The production order clerk folds all orders on a pre-creased score and inserts into this fold a piece of sensitized copy paper with pre-printed layout for the order acknowledgment. The folded original order, with the order acknowledgment copy paper, is inserted in the exposure feed of the copying machine which returns it in about four seconds. The exposed copy is re-inserted into the developing feeder, where it is automatically developed and then stacked on the delivery shelf on top of the machine. As the original order is no longer required during the developing process, the production order clerk can use it immediately to prepare the individual production orders for each style in each

(Continued on page 142)

The Office Is the Hub of the New Lincoln Electric Co. Plant

WALTER RUDOLPH

FOREMOST producer of welders, electrodes and welding supplies, Lincoln Electric Co. last fall moved into its new plant on the east side of Cleveland. Lincoln's location of its offices in the center of the building between two manufacturing divisions allows maximum accessibility for all and shrinks the overhead dollar. Removal of the office from the building's front, common to most manufacturing concerns, and its burial in the center of the structure has been described as a concrete block island housing office functions, right in the part of the plant where it can do the most good with the least effort.

Its placement in the center of things is in direct contrast to the front-of-the-building arrangement in Lincoln's old plant and much of the interior workings are in similar contrast. The office's main walls are now windowless, concrete block elevations. Floor is webbed with conduits and floor level receptacles, in concrete, covered with linoleum tile. Conduits, etc., and light, changeable inter-office partitions make for easy rearrangement of office areas because Lincoln expects to make changes whenever ways are found to simplify office work.

Interior decorating is in pastel shades, predominately green. Lighting is by recessed, double-lamp fluorescent fixtures recessed on 4-foot centers in an acoustical ceiling. These run crossways in hall areas, and the entire area is air-conditioned.

Company president James Lincoln's office is in the direct center of the office layout for maximum accessibility by all executive heads. The office staff is about 11% of total factory employment, not including engineering, time study and other production personnel in the plant. Most sales and executive personnel occupy private offices.

There is a continuous effort throughout the office organization to de-empha-

The lobby of the new Lincoln Electric Co. offices is designed so that some business can be transacted here without entering the office itself.

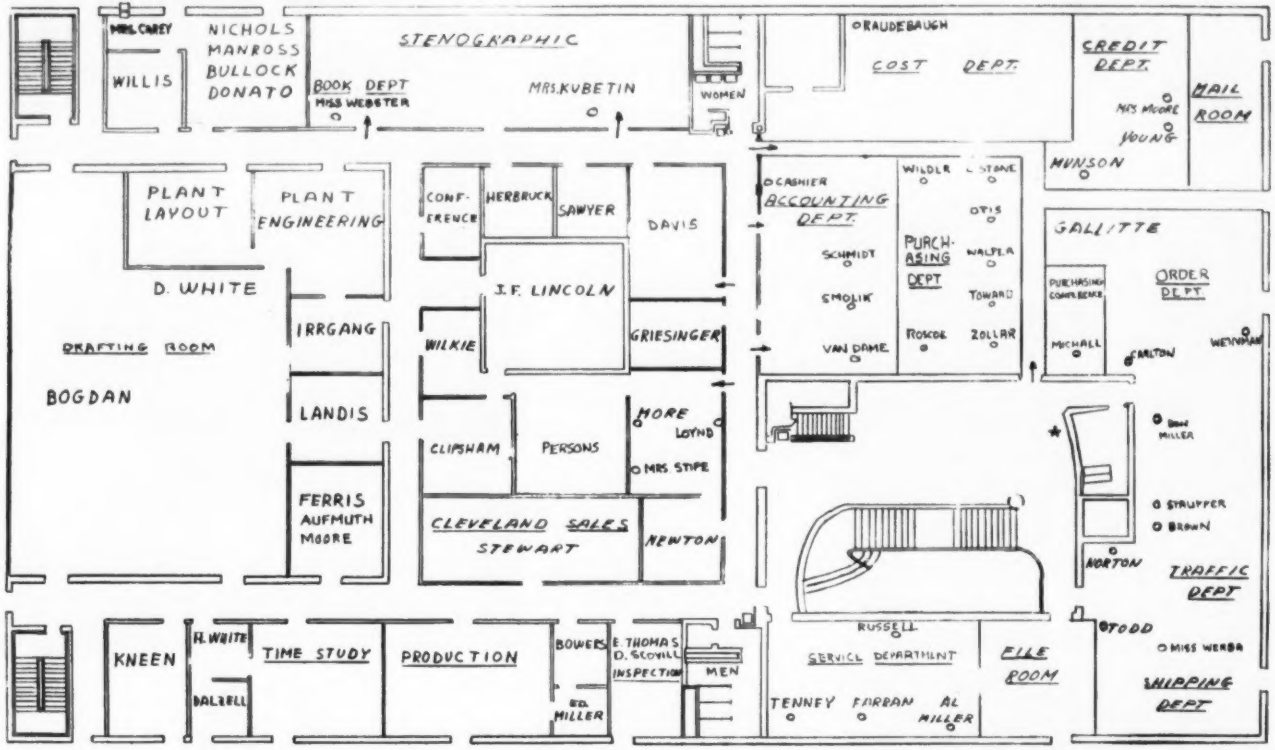
Dictating machine transcribers in Lincoln's typing pool work on a per-stroke basis and earn more money than that averaged in most offices.

size office functions as they are most commonly conceived. There are no "formal balliwicks" as in many factories. Every department head is trained, educated to, and believes adamantly that the more he can keep overhead expenditures down and the more work he can do in less time, with the least paperwork—the better he is doing his job and the more money he makes.

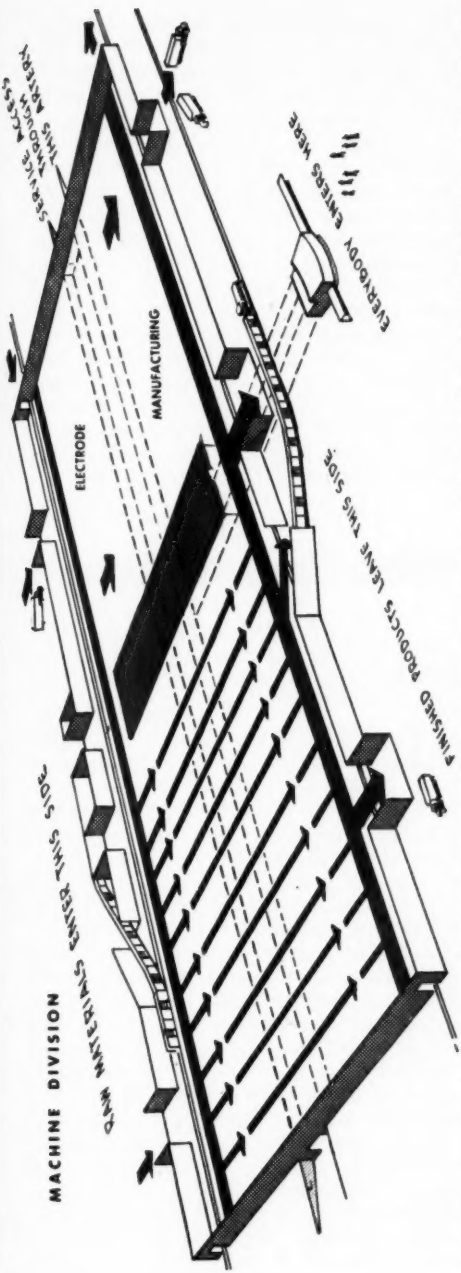
This stems, naturally, from James Lincoln's famed incentive system. It means a great deal to all employees of Lincoln Electric because they averaged some $7,400 in individual wages last year while doing a great production job. Of course many office people with lesser responsibilities do not reach that average.

Lincoln people put a great deal of effort into the more efficient use of a worker's time, upgrading his responsi-

Another view of Lincoln Electric's typing pool where electric typewriters have increased output from 20% to 25%.



Floorplan of the offices in the new Lincoln Electric Co. plant in Cleveland. Unlike old-fashioned layouts which put the president way off in a corner (generally to give him corner windows), Lincoln's president is in the center, easily available to all departments, which typifies James Lincoln's attitude to employees. The drawing below shows the island location of the offices in the center of the factory.



bility by decreasing tedious clerical detail and short-cutting normal reports and tabulations. It might be stated this way, according to Frank Griesinger, assistant treasurer and "office manager" at Lincoln:

"We could be most aptly described, perhaps, by listing some of the operations we don't do, things in which we differ from the run-of-mine office. Sure, we like to use modern office equipment and we do, but we make sure it pays for itself in from one-and-a-half to two years. We don't look for that expensive equipment first, however—we try to make the job at hand simpler. An indication of our success might lie in the fact that the company's business has grown in recent years from $15,000,000 to about $35,000,000, but the office staff, in numbers, has changed but little."

Mr. Griesinger outlined some of the "don'ts" that distinguish the Lincoln office organization and its functions. First, there is no general use of private secretaries. The stenographic work is done in a stenographic pool, quartered in the center of the office block, readily accessible to all surrounding offices. Most of these pool employees have to do better than the average stenographer because they serve a number of different persons.

Again, the Lincoln office worker doesn't face a salary limit, or an hourly limit when work can be put on a piecework basis. For instance, dictating machine transcribers are on a per-stroke basis, with Cyclometers attached to their electric typewriters. Their pay is based on a fraction of a cent per stroke. An average Lincoln operator makes from 70,000 to 80,000 strokes daily; but a Lincoln "ace" does about 120,000, with such an incentive. As a comparison, in most offices a girl averages five to six cylinders daily, while at Lincoln, she can do 14 to 18.

There is no skimping when efficiency can be promoted. When time study revealed that electric typewriters increased production output 20%-25%, the steno-

Frank Griesinger, assistant treasurer of Lincoln Electric Co., is office manager.

graphic pool was equipped with electric machines.

There's no "hands off" on telegraphed messages. The telegraph operator has the authority to rewrite all telegrams, from Lincoln's president on down. She clarifies, condenses and codes. She knows the rules, and can save money. Experience shows she can reduce most wires to the 15-word minimum. By good editing practices, she monthly saves the company an amount equal to her salary.

Lincoln saves considerably through the offset duplicating process, printing office forms, stationery and advertising literature. The credit department sends no statements on current accounts, on the philosophy that most people pay their invoices anyway. Since the incentive system rules here, the accounting department has no budget as such. Everyone wants to reduce the budget—why have one? Lincoln accrues no purchase liabilities; bills are picked up once a month and paid.

What about that occasional dictator, say 2 or 3 letters daily? Don't buy a machine costing several hundred dollars for him; but work out a telephone recording system. The transcriber picks up recorded disc, brings back letter. Lincoln is experimenting with its own system of this nature, in cooperation with the local telephone company and a manufacturer of dictating equipment. Implications are that anyone can dial into the system, with one recorder serving a dozen or so persons.

Although the Lincoln office layout is simplicity in itself, visitors have a more spacious area with modern furniture, lighting and conveniences. This helps transact business speedily in the lobby when possible, without detracting from the office function as a whole, which is well consolidated. As to the future, the Lincoln office force has room to expand upward, just as the factory has room to push out its walls. Little has been overlooked in making the factory as functional as it is impressive; surely the office organization and layout shares this distinction at Lincoln Electric Co.

The Supervisor—

ARTHUR R. PELL
Personnel Manager,
North Atlantic Constructors, New York.

DISCUSSIONS with countless supervisors over a period of years show that most failures in supervision fall into two major categories: those men and women who are too easy-going, and those who are too tough.

Let us look first at the easy-going type. His basic fault is his desire to please everybody. He is trusting to such a degree that in his eyes everybody is always doing the right thing. Minor errors of subordinates are overlooked; more important faults are not called to their attention. When a reprimand is necessary, it is frequently put off again and again until the reason for it is forgotten. If it is finally administered, it is done so weakly that it is ineffective. Praise, however, is so common that it loses significance.

What is the result? The department's work becomes sloppy. Discipline is poor. Morale is low. The supervisor's

employees walk all over him and look to someone stronger for leadership. Frequently the stronger person may be an employee who is a trouble maker and capable of inciting further dissension in the department.

Why will a supervisor be lenient and easy-going to the point where his department suffers? Basically it can be traced to a deep-rooted feeling of insecurity in his own ability. Insecure persons, to bolster their own ego, demand approval from others. They want to be popular, to be "one of the boys". By not being strict with their subordinates they think they will engender employee approval. Inasmuch as this easy-going supervisory attitude is due to lack of security, we must turn our attention to correcting this. Security is based on

Martyr or Tyrant?

confidence and know-how. We must build up confidence in our knowledge of the job and, more important, in knowledge of people.

Since most supervisors are selected because they well know the work, this first aspect of the problem is not a major one. Knowledge of human relations, however, presents a new and different situation with which many supervisors are not familiar. Supervisors who have had some training in human relations are one step ahead in the introspective analysis of their shortcomings as well as in correcting their faults.

There are many things the supervisor should know. A sound knowledge of practical psychology will help considerably. Dealing with people requires a knowledge of human behavior. Most people like to be led. This does not mean that they want dictatorial or autocratic leadership. People need to be guided, to be directed in their work by the supervisor just as their ministers guide them in their religion or their elected officials guide them in their political activities. A good leader knows how to do this, while the easy-going supervisor, in his desire to please everybody, fails to guide his subordinates properly. He must realize that if he deals fairly with everybody he can manage to be a good leader and still maintain the respect of his people. If he is fair, no matter what action he is required to take to maintain discipline and keep his department running smoothly, his employees will stand by him.

Often when an easy-going supervisor realizes his deficiency, his natural reaction is an abrupt about-face to a tough, hard-boiled attitude as a reaction to his usual easy-going manner. Since sudden, unpredictable changes are a cause for resentment, this can be more harmful than the previous leniency. If you have been an easy-going supervisor, go easy on your changeover to the middle road of good leadership.

Now let us look at the whip-crackers, the Simon Legrees of business. To them the duty of a supervisor is manifested by an abrupt, dogmatic attitude. "I am the boss. They get paid to work and they'd better work or else". This approach is probably more common than the easy-going.

Tough supervisors cause a good deal of resentment among subordinates. Their tactless and loose use of reprimands (usually in public), raucous commands and lack of consideration for employees' feelings instill an undesirable job attitude in the rank and file of their departments. The employee will either consciously or subconsciously refuse to cooperate with the supervisor. Lower production, higher turnover, more absenteeism, numerous grievances and generally poor morale are the usual evidences of such a lack of cooperation.

The cause of the tough approach, like the lenient one, is insecurity. However, the desire to please manifestation is replaced by the gruff manner and authoritarian veneer. It is more difficult for the hard-boiled supervisor to change. This may be due to his stubborn feeling

(Continued on page 104)

JOHN R. GRAY
Executive Director

HARRY HOFHERR
NOFA President

NOFA to Meet in Atlantic City

THE Chalfonte - Haddon Hall Hotel in Atlantic City, N. J., will be the site of the greatest gathering of members of the office furniture industry on April 23-25 when the National Office Furniture Assn. holds its sixth annual convention and exhibit. More than 2,000 dealers, manufacturers and their representatives are expected to completely fill the Haddon Hall and overflow into nearby hotels. Exhibit space, which was sold out in January, will be used by 150 producers to show products ranging from desk pads to executive furniture. This will be the largest showing of office furniture ever assembled under one roof.

NOFA officers will hold a pre-convention conference on Tuesday, April 22. Business sessions commencing on the next day will hear prominent industry speakers. A comprehensive program has also been planned for the ladies attending.

Gov. Theodore R. McKeldin of Maryland will address the annual banquet on the evening of Thursday, April 24. He is not a stranger to NOFA members, having spoken at the 1948 convention in New York, and he is known for his ability to evaluate current trends in business. Earl Godwin, NBC commentator and Washington journalist, will address the Tuesday luncheon on current government affairs in the nation's capital.

Norman Cousins, an observer at the Bikini atom bomb tests and a U. S. representative at several international conferences, will relate his ideas on the implications of the atomic age at the Wednesday luncheon, April 23. At the midday meal on Friday the 25, former U. S. Senator Josh Lee, who is now a member of the Civil Aeronautics Board, will be the speaker.

Paul M. Fletcher, management consultant and editor of the NOFA Office Furniture Management Manual will preside at a cracker-barrel session to allow an informal exchange of dealer problems. Dealers are invited to present their pet peeves and toughest questions to Mr. Fletcher. This might easily prove to be the most valuable session for registrants.

An interesting part of the ladies' program will be provided by Dr. Kathyrn Spencer, dean of the school of retailing at New York University, who will cover new trends in interior decoration. The ladies will also attend a number of typical Atlantic City amusements which attract thousands from all over the country each year and the only cost for ladies will be a special ladies registration fee of $1, except for the banquet, luncheons, etc.

V. L. Caldwell, of John Wanamaker, Philadelphia, is general convention chairman and he has been assisted by a corps of committee men and women for the past several months. Registration at

9 a.m. on April 23 will start the convention when the exhibits open at the same time. Following luncheon, exhibits will remain open until 10 p.m. NOFA will hold its business session on Thursday from 9 to 11 a.m. and election of officers will take place. That day, exhibits will be open from noon to 6 p.m. The annual banquet will be held Thursday evening commencing at 7:15 with entertainment and dancing following.

On the last day, Friday, exhibits will be open from 9 a.m. to noon and from 2 p.m. to 6 p.m. Several special activities are scheduled for before and after the convention itself. For example, the newly formed NOFA manufacturers representatives group from

NOFA CONVENTION EXHIBITORS

EXHIBITOR	BOOTH
All-Luminum Products	133
Alma Desk Co.	30
Arrow Lamp Mfg. Co.	24
Artistic Desk Pad & Novelty Co.	95
Art Steel Sales Corp.	10
Banov-Bernsley & Co.	67
Bassick Co.	16
Berkey Leather Furniture Co.	59-60-61
Blanchard Bros. & Lane	68
Bright Chair Co.	9
Carlton Surrey, Inc.	88-89
Challenger Steel Equipment Co.	124
Clemco Desk Co.	L
Cole Steel Equipment Co.	4 5
Columbia Steel Equipment Co.	11
Commercial Furniture Co.	116
Commonwealth Steel Products Co.	127
Congress Chair Co.	87
Corry-Jamestown Mfg. Corp.	112-113
Cramer Posture Chair Co.	47-48
Dolin Metal Products	65
Dorset Steel Equipment Co.	126
Doten-Dunton Desk Co.	108-109
Eagle-Ottawa Leather Co.	72
Emeco Corp.	39
Excellent Cabinet Works Co.	128
Faultless Caster Corp.	102
Jack Geller Co.	130
Geyer's	E
Giftcraft Leather Co.	23
Gregson Mfg. Co.	27-28-29
W. H. Gunlocke Chair Co.	46
Hamilton Mfg. Corp.	55-56-57-58
Hanes Chair & Furniture Co.	27-28-29
Haskell Mfg. Co.	12
Hillside Metal Products, Inc.	35-36
High Point Bending & Chair Co.	30
Huntington Chair Corp.	73-80
Ideal Leather Chair Mfg. Co.	129
Indiana Desk Co.	94
Invincible Metal Furniture Co.	53-54
Jasper Chair Co.	97-98
Jasper Desk Co.	O
Jasper Office Furniture Co.	117
Jasper Seating Co.	O
Johnson Chair Co.	37
Kalistron, Inc.	45
Kenwood Corp.	1-2
Keystone Steel Equipment Co.	14
Lackawanna Leather Co.	38
La Salle Products Co.	104
Lehigh Desk Co.	110-111
Leopold Co.	81
B. L. Marble Chair Co.	31
Mario Mfg. Co.	19
Maso Steel Products	3
Mayfair Co.	103
Meilink Steel Safe Co.	20-21-22
Milwaukee Chair Co.	51
Milwaukee Metal Furniture Co.	52
Martin Moldow Associates	83
Monarch Furniture Co.	71
Hugh T. Morgan	L
Murphy Chair Co.	84
Murphy-Miller, Inc.	66
Myrtle Desk Co.	30
National Desk Co.	86
Neiman Steel Equipment Co.	92
Nelson Bros.	50
New Indiana Chair Co.	94
NOFA Group Insurance	C
NOFA 1953 National Furniture Week	B
NOFA Office Furniture Polish	D
Nucraft Furniture Co.	85
Office Appliances	G
Office Furniture Warehouse Co.	O
THE OFFICE	F
Parker Steel Products, Inc.	119
Peerless Steel Equipment Co.	40
Polar Mfg. Co.	107
Princeton Upholstery Co.	131-132
Radel Leather Mfg. Co.	64
Rest-A-While Couch Co.	93
J. K. Rishel Furniture Co.	44
Riteform Chair Co.	69-70
Rockwell-Barnes Co.	101 & 118
Royal Metal Mfg. Co.	32-33-34
Sainberg & Co.	13
Frank Scerbo & Sons	6-7
Sect-O-Desk Co.	123
Security Steel Equipment Corp.	17-18
Shelbyville Desk Co.	8
N. T. Shepherd Chair Co.	90-91
Sight Light Sales Division	49
Smo-King Products	96
Stacor Equipment Co.	15
Standard Furniture Co.	105-106
Sturgis Posture Chair Co.	62-63
Supreme Steel Products Co.	125
Taylor Chair Co.	A
Thomas Furniture Co.	O
Tiffany Stand Co.	41-42
Upholstery Leather Group	99-100
Victor Safe & Equipment Co.	114-115
Wells Chair Corp.	25-26
Westcort Co.	82
M. G. Wheeler Co.	49
Wilhite Mfg. Co.	122
Young Chair Co.	43
York Safe & Lock Co.	120-121

New England will hold a dinner meeting Tuesday, April 22, and many NOFA chapters plan similar get-togethers.

While there will be much to enjoy in the relaxation category, no one in the office furniture business should pass up this opportunity to attend the trade's biggest annual event. Registrations are still being accepted by John R. Gray, NOFA's executive director at 175 Fifth Avenue, New York 10. Membership in NOFA is not a requirement for attendance but few engaged in this industry would refrain from joining once they witnessed the great strides that this organization has made in the few short years since its founding. Few, if any, trade organizations can claim to have topped NOFA's growth proportionately in their respective industries.

New School for Business Teachers

THE newly completed training school at Southern Illinois University, Carbondale, Ill., is considered one of the most modern school buildings and serves as a laboratory for students training to be teachers and also as a demonstration center for schools in the area. Principal speaker at the dedication ceremony was Gov. Adlai E. Stevenson.

Features of the new building include fluorescent lighting, light pastel colored walls, centrally located steam heating and ventilating system with individual room temperature controls. From the principal's office it is possible to make announcements to any single room or throughout the building while broadcasting is possible also from the auditorium, gymnasium and little theatre. Folding walls separate the speech and English room so that, on occasion, the doors may be opened and English students may preview programs by the speech students. Light, natural birch furniture in the classrooms and green chalk boards aid in reducing eyestrain. Desks have tops adjustable at 10° and 20° angles. Seats and desks are movable up or down while seats move forward and backward and have a 45° swivel.

Observation windows are a built-in feature of the special education room, nursery, kindergarten and first grade room. Here, student teachers and parents may observe classes while pupils are unaware of the presence of others. Additional modernization in the kindergarten room includes wash basins and sinks at children's height; fountain with

An office machine classroom for training teachers at Southern Illinois University.

Main office in the new teachers' training school of Southern Illinois University.

live fish and turtles for science study. They also have lightweight aluminum cots which even a five-year-old can move.

Folding bleachers in the gymnasium assure maximum floor space. Electrically controlled doors divide the large gym into two smaller ones and a ventilating system keeps the gym air fresh. Other rooms provide facilities for teaching hard-of-hearing pupils. There are soundproofed rooms for teaching speech correction and private practice rooms for music.

The university has three typing departments which use Royal Typewriters, almost all sold and serviced by R. J. Brunner Co. Desks, chairs and file cabinets in teachers' and principal's offices are gray metal. The counter in the main office is made of 3-drawer file cabinets. Throughout the offices and in the typing rooms are Cramer Posture Chairs, adjustable for each individual. Typewriter tables in the classroom were designed and made especially for the university school.

A typing class in the new teachers' training school at Carbondale, Ill.

Collections Are What Count!

HENRY FROST

Office Manager, Lincoln Discount Corp., New York

DELINQUENT accounts of financing companies, loan or banking institutions often require a lot of service. In times of prosperity debt collection is easier than during an emergency. Today prices are high, wages rising, taxes burdensome and inflation steadily making headway. Buyers on installment basis sometimes cannot make their payments especially during summer vacation and around Labor Day, Christmas or New Year's Eve. But managers of financing companies can never give up. They must make up their mind that there will always be some delinquent accounts and all kinds of excuses will be advanced by delinquent debtors.

In an efficient collection department the account cards are scrutinized every morning by the girl in charge. These cards show the name of the purchaser, his address, place of business and vocation. Then appears the description of the financed chattel and the insurance carried (fire, theft, collision and/or liability), with columns below titled: due date, amount of payment, date paid, balance paid; by money order, check, currency or draft. At the bottom there is space for miscellaneous items such as information imparted to inquirers, changes of address or location of the chattel, date and amount of the insurance draft issued by the insurance company in full settlement of the claim of the assured, etc.

Usually three days of grace are allowed. Then the account card is pulled and placed in a special file until the unpaid installment is remitted. At the same time a notice printed in red is mailed to the purchaser. It is shown below.

If the purchaser can be reached by phone, he may be called up and reminded that his installment was not received, but this method of collection is not recommended because debtors hate to be annoyed by phone and often become spiteful. If the first notice is ignored, a second notice containing more legal

Phone:
CIRCLE 7-3500

LINCOLN DISCOUNT CORPORATION
1776 BROADWAY NEW YORK 19, N. Y.

PLEASE TAKE NOTICE that the installment listed below is past due and if not paid immediatey your account will be turned over for collection and thereby interest and collection charges added to your account.

You will avoid unnecessary expenses and maintain your good credit standing by attaching your remittance to this notice and forwarding it to us to-day.

Due Date.....

Account No. ..... Amount Past Due $.....

Always mention your account number.

FINAL NOTICE

After three days' grace, this notice is mailed to the overdue account.

Providing more of the answers that are

helping America get things done!

Here's the source of Sensimatic magic!

This is the Sensimatic's mechanical brain—the control panel that directs it through any four separate accounting operations in any combination. The operator turns a knob—the Sensimatic is ready for any job! Any number of control panels can be used.

Today America has to get big things done—*in a hurry.* Never before has efficient production been so vital . . . never before have production goals been so ambitious.

More production requires more facts—more on-time information for formulating productive plans . . . for controlling efficient operations.

American business is getting these facts from the sensational new Burroughs Sensimatic with multiple registers.

The Sensimatic meets the accounting requirements of *every* business. Its exclusive "mechanical brain" guides it with amazingly swift simplicity. It changes from one job to another instantly—at a turn of the job selector knob.

And, with all its unique advantages, the Sensimatic costs hundreds of dollars less than any other accounting machine which even begins to approach its usefulness.

Call your Burroughs office for a demonstration today—see how you can start getting more things done tomorrow. Burroughs Adding Machine Company, Detroit 32, Michigan.

WHEREVER THERE'S BUSINESS THERE'S

Burroughs

expressions should be dispatched and mention made of the acceleration clause in the mortgage which provides that if one installment is unpaid, the full balance becomes due and payable at once. This legalistic lingo works wonders in many cases.

If the payment remains overdue, a third step must be taken. An investigation ascertains the present condition of the chattel, its worth and other assets of the debtor, and his willingness to pay the deficiency. The financing company is bound to make the final decision whether the chattel should be repossessed, replevied or an action for the payment of the balance commenced. Such a decision depends on the policy of each company. Many prefer the repossession to a court action. After the taking of the chattel, either a private sale or a public auction takes place in accordance with the personal property law of the state.

Many companies think a court action should be the last resort and instituted only in cases where the running of the statute of limitations has to be stopped, or where the debtor intends to leave the state and remove the mortgaged chattel to another state, or where it appears that a judgment for the payment of the balance will induce the debtor to pay. Financing companies are loath to bring legal action because of the expense, congested court calendars and the common opinion that laws favor the debtor. The Bankruptcy Act is the most unpopular law because the debtor may easily obtain a discharge in bankruptcy. In most bankruptcy petitions no assets are shown and high liabilities render the claims of the creditors uncollectible. If the creditor objects to the discharge of the bankrupt, the courts prescribe fees to be paid by the creditor for a hearing to be held on the ground of the objections. It is, therefore, desirable that more teeth be put into the Bankruptcy Act to prevent fradulent debtors being discharged in bankruptcy.

About 65% of all purchases of commodities like automobiles, refrigerators, washing machines, radios, furniture, television sets and others, are made possible through financing. Many consumers cannot buy goods for cash, but must use financing and pay the difference between a cash and a time price. Experience proves that the majority of installment buyers are law-abiding, reliable, decent people; willing to perform their contracts. There is only a minority of the conniving type, skips who either disappear or sell the financed and mortgaged property or use the chattels for illegal purposes, especially automobiles, and thus become a menace to society and commerce. The loyal majority cannot be blamed for the acts of the minority who endanger the financing business.

A uniform financing law as exists in the so-called title states and close cooperation of the courts, administrative agencies, state, federal and business enterprises would promote consumers' credit and contribute to the welfare and economic stability. Denunciation of the financing business by courts or administrative agencies saying, "We are not collection agencies," does not improve debtor and creditor relations. When the debtor pays his debt and the creditor collects, security and respect for the law prevails. The first sign of revolution is the debtor's denial of his debts. Fraudulent debtors must be convinced that they have to live up to their contracts.

Financing institutions, on the other hand, should never overlook the impasse in which innocent debtors may find themselves. Casualties or death in the family, sickness, strike or disability should find an understanding on the part of creditors. It is bad policy to drive debtors who are willing to pay their debts, to despair. This applies equally to private as well as to international relations. America helped many insolvent nations get back on their feet, improve their economies and pay their debts. Such a policy can aid the collection of all debts.

WINS HANDS DOWN!

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SUPER-KLEEN

Spirit Carbon

The truly amazing carbon with the *sealed in* ink. Doesn't rub off on fingers and clothes.

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Manufacturers of DUPLICATING MACHINES · CARBON PAPERS · RIBBONS

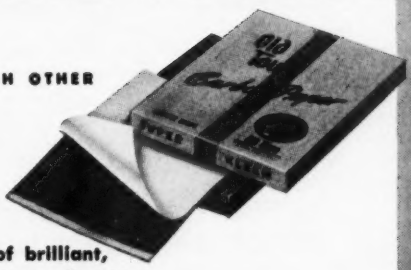
BROOKLYN 17, NEW YORK

Write today for Dealer Franchise Information

Perfectly Mated

BECAUSE THEY'RE MADE FOR EACH OTHER

Old Town Super-Kleen Spirit Carbon • Old Town Spirit Duplicator



Together they reproduce hundreds of brilliant, high-quality copies in a matter of mere minutes.

There's a big difference
in business forms, too!

One business form may *look* like another. How can you be sure of getting the best? Ninety-three of America's 100 largest firms, and thousands of others, have found a way. They rely on Standard's "unseen specifications"—the skill developed in 40 years of specialized forms manufacturing.

They've found a big difference in the analysis and planning *behind* forms—our men concern themselves with the system's purpose and procedure, to develop *better-working* papers.

They've learned that Standard's application of the right forms, mechanical devices and equipment . . . smooths and speeds the process of writing records.

Have you a forms problem? Phone Standard Register in your city. Or write The Standard Register Company, 504 Campbell St., Dayton 1, Ohio.

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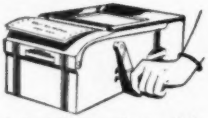
ORIGINATORS OF MARGINALLY-PUNCHED CONTINUOUS FORMS

PS

PAPERWORK SIMPLIFICATION:
What happens when better business forms are scientifically applied.

Firm writes 150 checks per hour (and simultaneously posts journal) compared to 80 before, thanks to Standard's Dual Feed.*



A Kant-Slip continuous ticket in Form Flow Registers saves an airline $60,000 annually.*

Carolina Firm types from 1200 to 1500 stock certificates a day against former 700. Automatic Line Finder advances forms to fill-in position in split second.*

Combining several related records, a Standard Register Zipset enabled this company to handle 2000 more accounts per office clerk.*

*Write Standard Register for name and full story.

Microfilm Meets Rising Work Load of Defense Freight Handling

SOME 30,000 flicks of a high-speed microfilm camera switch each week keep Adley Express Co. accounting procedures up to the minute and cut daily filing operations in the freight carrier's New Haven offices from hectic hour upon hour to smoothly paced minutes. Operating over the highways of five eastern states (Connecticut, Rhode Island, Massachusetts, New Jersey and Pennsylvania) Adley Express Co. has 11 terminals in the highly industrial area covered by those states. The Adley fleet includes upward of 269 trailers, 75 trucks, 100 tractors and 14 service cars. The weekly tonnage hauled over its own lines (Adley has no inter-line operations) means a minimum of 15,000 shipping orders and a like number of delivery receipts to be recorded on microfilm.

A while back, because they were being snowed under by the masses of waybills, receipts and other documents accumulated for a variety of very good reasons, Adley Express file clerks were fast becoming so numerous that they were in each other's way and office space was becoming a serious problem.

Then L. J. Achorn, general traffic manager, and P. J. Cappetta, office manager, sat down with Remington Rand systems technicians to arrive at means of speeding paperwork processing to meet the increased demands under the defense program. This, they felt, was required: (1) speeding filing procedure; (2) developing simplified, foolproof indexing; (3) cutting supplementary filing operations in the terminals; (4) reducing filing space in the home office.

From an equipment standpoint the answer was in the installation of the express company's first Film-a-record microfilming camera and a viewer. The next was the developing of a simple and highly effective on-the-film method of indexing, and typing the whole procedure into their teletype hook-up with all their terminals. In a short time the number of multi-tier filing cabinets

Adley Express Co., New Haven, Conn., reduced its filing cabinets from 184 to 18 plus a few cabinets to house the rolls of microfilmed records.

P. J. Cappetta, office manager for Adley Express Co., points to the image of an enlarged microfilmed document on the film viewer.

required *just for current operations* was reduced by 90% (from 184 to 18). In addition to the dozen-and-a-half regular cabinets now adequate for current operations, there is one small unit to house the compact microfilm rolls.

For a while, one microfilming camera unit took care of current operations with occasional overtime. When the defense program brought its heavier workloads, another camera was added to take care of part of the 30,000-a-week current recordings and to film some of the old records on which permission to microfilm had been given by the ICC.

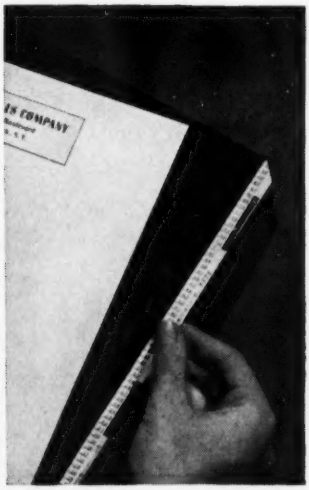
The billing for shipping charges is handled in each of the 11 terminals, from point-of-origin depots in all cases. Under the old system it was necessary to file shipping orders alphabetically by shipper in the point-of-origin terminal and in the destination terminal and the home office. The receiving or destination terminal and the main office also maintained an alphabetical file by consignee. That meant a complicated (duplicate or triplicate) filing system. Most

(*Continued on page* 100)

Microfilming over 30,000 weekly waybills, invoices, receipts and other records in the office of Adley Express Co.

Tip From America's Top Secretaries

"The scale edge is such a time-saver...Micrometric is the only kind of carbon paper we use"
...says BESSIE LAKE, Secretary to Charles J. Zimmerman Managing Director of the Life Insurance Agency Management Association Hartford, Connecticut



Successful secretaries pick Webster's MultiKopy Micrometric Carbon Paper again and again—because its famous numbered scale for measured typing ends guesswork on spacing letters and prevents "running over." The scale edge measures the paper for you—tells at a glance how many lines of typing space remain on any page.

You'll find that Webster's makes your work go faster—saves you from many tiresome and costly re-typing jobs. Impressions from each long-lasting sheet are sharp and clean. The uncoated scale edge makes removal of carbon paper clean and easy.

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Almost 30,000 persons saw the exhibits during the OMAC seminar.

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Everybody, from executives to stenographers, will appreciate the efficiency, economy of space, comfort and beauty of Rock-a-File Modular Office Furniture. Available in steel or wood, Rock-a-File Modular steel units are furnished with gray or walnut finish; wood units in genuine walnut only.

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Better Office Supervision Could Reduce G-Girl Employment

JAMES A. BARR

Chief, Branch of Management Planning, Bureau of Land Management, Department of the Interior, Washington, D. C.

ONE of the greatest handicaps to efficient office management in government departments in Washington is the permanent shortage of stenographers and typists or G-girls as they have come to be known. A recent informal survey indicated approximately 4,000 such vacancies out of a total of approximately 40,000 positions representing secretaries, typists, stenographers, clerk-typists, and clerk-stenographers.

There are many reasons for this shortage. Excluding the military establishments, civilian government employment in the metropolitan area of Washington varies from 247,000 to 250,000. This area has a population of approximately 1,400,000 and an adult working population over 16 of about 500,000. Obviously a great many must be recruited from outside this area, usually from small towns, as there are not many reasons why girls should be interested in positions in Washington if they reside in a larger city.

Many parents are reluctant to permit their daughters, often only recently out of business college, to work and live in another city. This is particularly true when these same girls can find employment in their home towns. Girls who have no family ties, or whose parents do not object to their seeking greener pastures, may be discouraged from seeking government employment because of the housing shortage, crime rate, present bad repute attaching to government employees because of the corruption of a

Verna Anderes, placement officer for the Bureau of Land Management, Department of the Interior, interviewing prospective G-girl, Mrs. Blanche Skinner.

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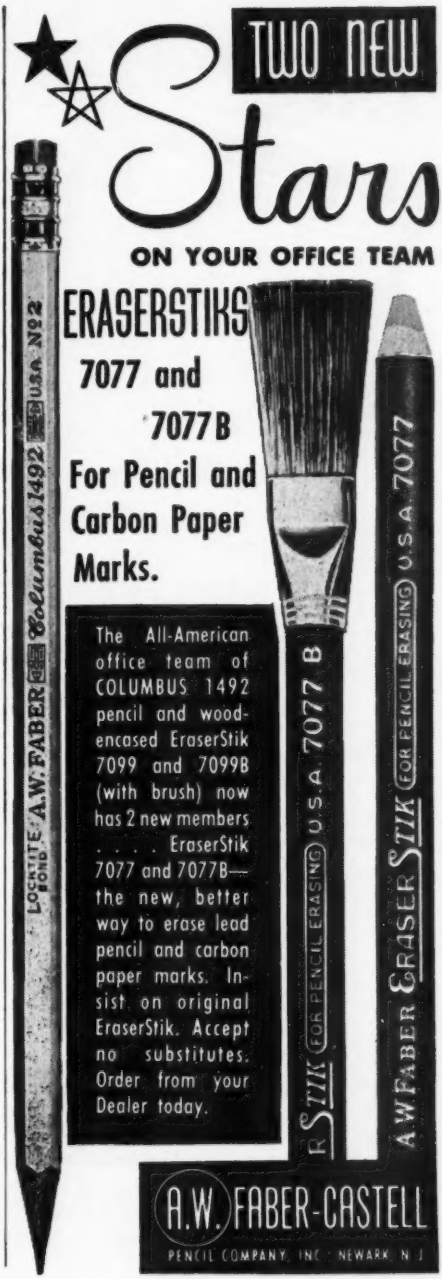
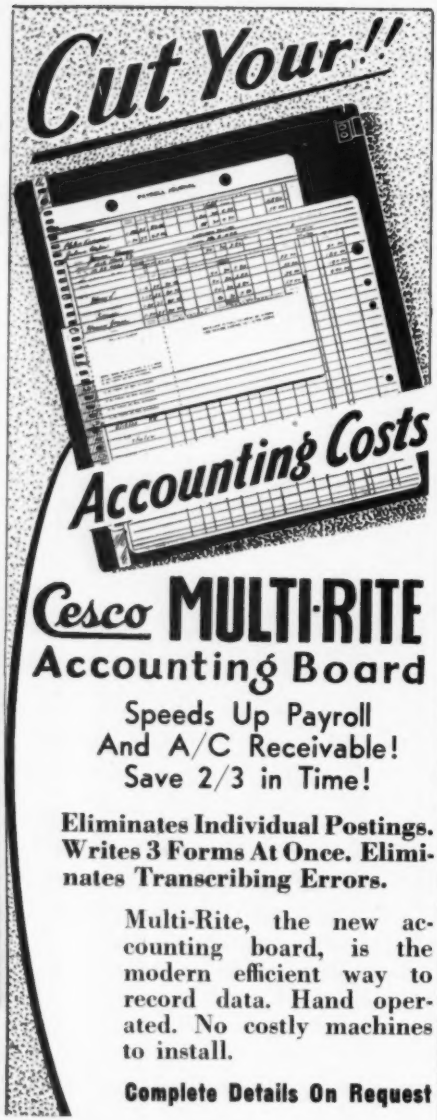
few, dislike of a routine job, or Washington's reputation for being a poor city in which to meet a potential husband.

This shortage has been with us for the last quarter-century except perhaps during depression periods, and seems likely to be with us for many more years. Executives outside the government say the problem exists to practically the same extent in private industry. The U. S. Civil Service Commission took official cognizance of the problem when it issued a pamphlet entitled *How to Conserve Stenographic and Typing Skills,* developed as a result of an interagency conference set up to deal with this specific problem. This pamphlet contains excellent ideas, but unfortunately I am afraid that few of them are being utilized by many agencies.

There are three concrete ways in which this problem may be solved, the first and most obvious one being, of course, the employment of more stenographers and typists. This being difficult if not impossible, it is necessary to explore other solutions. Much greater use of machines can be made than is at present being done. One of the greatest demands on a typist's time is for making copies, one of the greatest bugaboos of government. There just never seem to be enough copies. It is a simple matter to ask our G-girl to make three or four more if we do not realize what this practice is costing us. In view of the progress made in recent years in office reproduction machines, it is almost possible to adopt the axiom that typists and stenographers should never be used to make copies.

Greater use of recording machines should be made to increase the time stenographers or typists spend at productive work at the typewriter. With the proper use of recording machines it is even possible to avoid transcribing material at all, but just to file it and play it back whenever necessary. Electric typewriters and units of multiple electric typewriters can be adapted to much greater use in government than





they are at present.

Even with the purchase of all the various types of machines which will increase typing and stenographic production time, we must do much more. We must continually take steps to increase production time by making sure that the machines are in use as much as possible. It is not good office management to have typewriters, dictating, reproduction, or other machines idle the greater part of the time. Increased use of machines can usually be made without demanding much more work of the operator by better organization of the work and the working habits of the operator. One very simple way to improve machine production is the work-place layout. We have all run across the stenographer who takes four or five minutes to find her book after being advised she is wanted for dictation. Time taken in assembling paper and carbon can be saved by using a desk-top rack, properly designed, with letterheads, carbon and copy paper in proper order. Surveys which I have made show it is possible to reduce the pre-work movement and non-production time by approximately 80%. These surveys, of course, must be conducted in line with the peculiar requirements of the particular job.

The first step in any survey is to determine the types of employees needed and the required number. In government the so-called clerk-typists and clerk-stenographers are in many cases doing very little stenographic or typing work. Their qualifications could be better used in positions demanding these skills and their present jobs, in a substantial number of cases, could be filled by clerks. Our so-called G-girl is often called upon to do a lot of filing, taking care of supplies, writing routine form letters, making copies and other such work indicative of bad personnel utilization. More attention must be paid to the problem of matching job and skill. There is no point in having an excellent stenographer, capable of taking dictation at 120 or 130 words a minute, typ-

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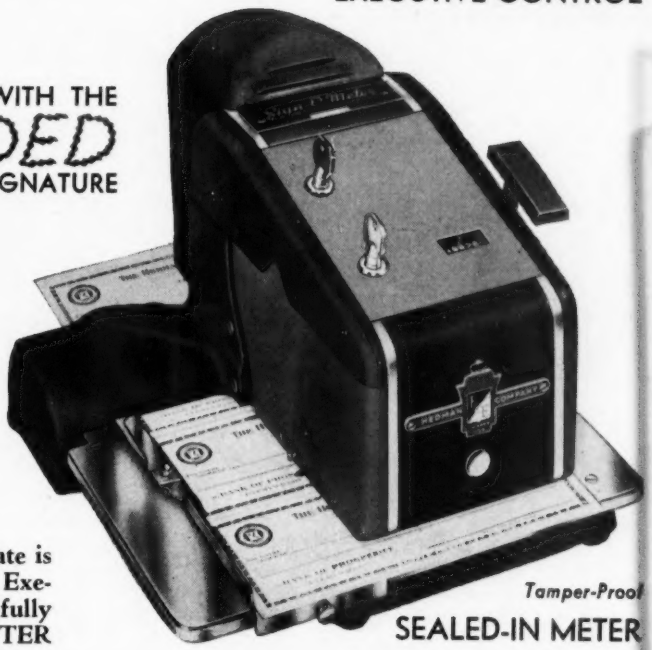

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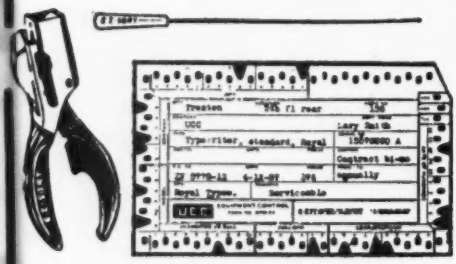

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ing cards or on some other routine task. This usually discourages the girls to the point where she just leaves the organization, an action in which she is fully justified, for certainly the organization has been guilty of bad office management.

The government office manager, or administrative officer as he is called, has a responsibility to management and to the employees to determine just how many and what types of employees are needed, and then to be sure this balance is maintained unless the workload shifts appreciably. Insufficient interchange of personnel is made to care for peak loads. In many cases, particularly in these emergency days, one secretary can easily take care of two officials; but this is a difficult problem which requires judicious handling since having a secretary is a matter of prestige and the average government official would prefer any sacrifice rather than admit he has to share a secretary. Nevertheless there is a big field for developing better stenographic working hours and in these times it should not be overlooked.

Since many of these suggestions, even if followed, would take some time to relieve the situation, it might be interesting to point out to prospective G-girls some of the advantages of working in Washington. By and large, she will find her job more interesting than a comparable one in private industry. She will usually be working on problems of a national or worldwide scope and in most cases will be in a position to know better some of the vital issues involved. She should get from this employment a feeling of making a personal contribution in helping to solve these large political, social and economic problems. From a personal standpoint she will find that government salaries compare favorably with those in private industry, particularly in the lower or starting grades. Grade 3, the one probably used the most as a starting grade, pays a minimum of $2950 per annum with automatic increases of $80 per

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In today's business economy, time is the most critical factor. That's why Shaw-Walker research, "time-engineered" a simplified filing plan which ensures split-second filing and finding—*saving costly clerical time and even more expensive executive waiting time.*

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And there are Shaw-Walker desks, chairs, Fire-Files, filing cabinets, loose-leaf and payroll equipment—everything for the office except machines—*each "time-engineered"* for the needs of every job.

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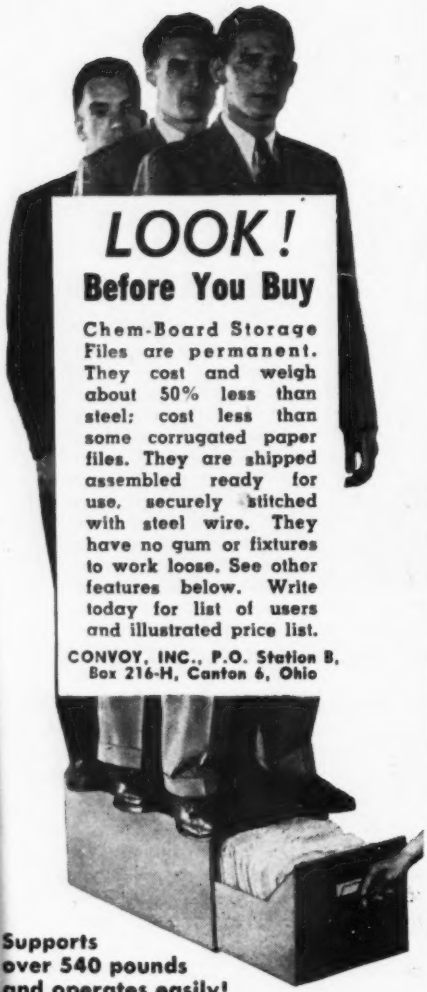

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year. Most G-girls do not depend on these increases as their sole means of advancement, however, as it is rather easy to move upward from one grade to another with corresponding higher salaries. Promotions up to grade 5, with a minimum starting salary of $3410, are fairly common and it should not take the average intelligent girl more than a couple of years at the most to reach this grade, assuming of course that she pays attention to her job, possesses some initiative and intelligence and puts them to use. More important positions, such as administrative assistants or secretaries to important officials are open to girls who want to make a career out of government work and who are qualified or who take the time to make themselves qualified. If a girl gets in this group she will be earning from $4,000 to $6,000 per year. This, however, is not necessarily the limit of her earning potential, for if she spends her evenings in one of the Washington colleges which offer night courses to government employees she may eventually qualify for one of the higher paid professional or administrative positions, such as attorney, scientist, budget officer, personnel officer or any one of hundreds of others. She may then move into the highest brackets with salaries from $7,000 to $14,000.

Life in Washington can be very interesting and it has many advantages not ordinarily enjoyed in a small town. There is an abundance of good music, several legitimate theatres and a number of excellent little theatre groups. She will find innumerable recreational activities including fine art galleries, many historical points of interest and excellent libraries. Educational opportunities are practically limitless with hours arranged to suit the working day. To sum up, the G-girl will find life in the government city highly exciting and it will permit her to follow her inclinations to the fullest and in whatever direction she desires, whether this be educational, aesthetic or merely "the pursuit of hap-

4 THESE MILLS GRIND FAST . . . but just as *surely* as the mills of the gods grind slowly! Depending on the type of Rising Paper . . . they grind for minutes or hours, but always with uniform results. Rising employs the latest models of stainless steel Bertram Beaters to beat pulp and rag fibers to uniform characteristics . . . special templates control beating operation *automatically*. That's another reason why you *know* Rising Paper is . . . *Fine Paper at its BEST!*

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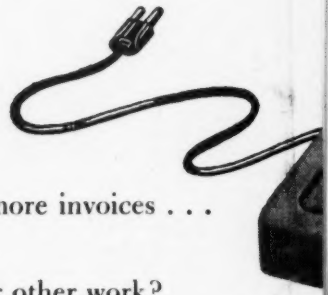

Do you want to get out more letters . . . more invoices . . . more stencils?

Do you want to free typing-personnel for other work?

In short, do you want to solve the riddle of high office costs?

Well—have you looked into the cost-cutting possibilities of Royal Electric Typewriters?

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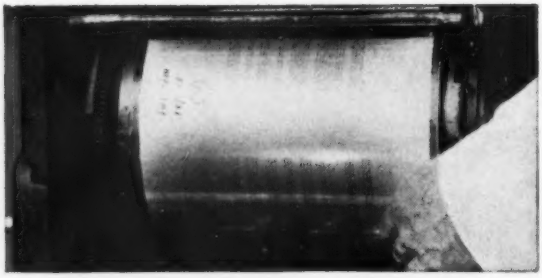

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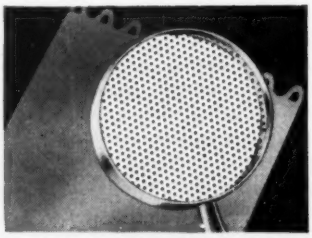

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piness."

Of course this whole problem emphasizes the need for better supervision in government, better office management, including supervision, better surveys of the job to be done and the personnel required, better and more use of machines and equipment. Proper correlations of personnel according to the work load, all working in relation to each other, would go a long way toward enabling the government to do its job efficiently without the filling of the thousands of vacancies existing today. But since these vacancies have been with us for years and are likely to remain, it is time we did something about the situation by adopting all the modern management and office improvement techniques available to us.

Official U. S. Air Force Photo

An Elliott Fisher Billing Machine carrying a 1903 dateplate is saluted by Lt. Robert J. Finnigan, supply officer, and J. A. Schott, warehouse superintendent, upon the machine's retirement from active duty at McClellan Air Force Base near Sacramento, Calif. Mr. Schott first saw the machine in action at Rockwell Field near San Diego in 1919. The machine still carries a serviceable tag but is being replaced for faster electrical equipment.

WHEN you dictate a letter on a Voice-Master Magic Disc, you can change what you said, simply by *talking over* the unwanted words. They automatically vanish . . . your new words take their place.

Thus your secretary hears *perfect* dictation. With no corrections to watch for, she breezes through each letter, gets it back to you in "record" time.

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Wide World Photo

Measuring Employee Morale

SCIENCE Research Associates, Chicago, surveyed 125,000 workers with a recently developed morale-measuring form called the Employee Inventory and found eight basic worker needs. Lyle M. Spencer, president, reports that workers: don't like bossiness; want and feel the need for freedom on the job; like job security and opportunity for advancement; want fair treatment with promotions and pay increases when earned; want to be able to speak their minds; want to be allowed to make mistakes once in a while without being crucified for them; like friendly treatment by fellow employees and their bosses; and want to be kept well informed on company matters.

The questionnaire designed for this survey is available to business for general use. Employees' answers are anonymous, but the questionnaire allows management to measure morale for their company as a whole; to compare morale between different departments or plants; and to compare morale in their company with the average for others, particularly in their own industry.

Not a test, the inventory has no right or wrong answers. Workers are asked to indicate in a 4-page folder whether they agree, disagree, or are undecided about statements such as:

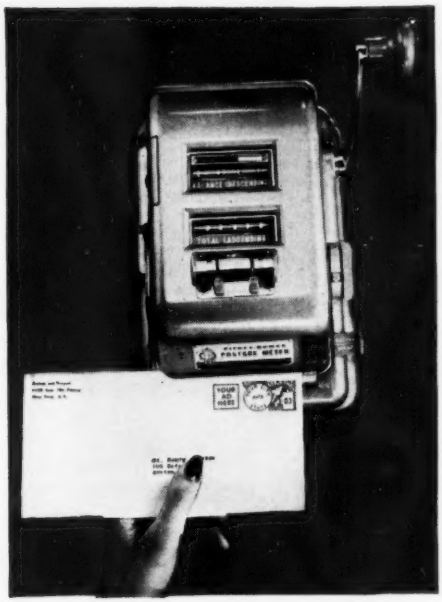
"My boss is always watching us too closely; he breathes down the backs of our necks."

"Everybody in management in this company does their best to see that workers get a fair break on the job."

"People who work here really feel that they are an important part of the organization."

"I'm bored with my job—it's dull and monotonous."

The inventory contains 78 questions, taken from more than 450 evaluated questions developed from extensive interviews and tested in earlier forms. Phrased in the language of the employees, questions cover five main areas



Any office can have a Postage Meter

• *In fact, anybody who mails letters, no matter how few or how seldom, can use the DM. It's a desk model postage meter, little larger than your telephone.*

• But it *prints* postage like any big meter . . . the right stamp for any kind of mail, right on the envelope. With a dated postmark, and your own small advertisement if you like . . . Even handles parcel post. And has a moistener for sealing envelope flaps.

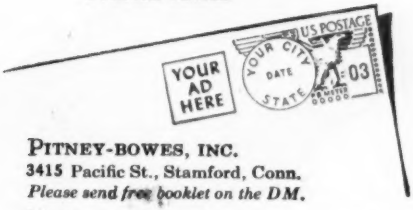
• Can be set for as much postage as you want to buy . . . protects postage from loss, damage, theft . . . accounts for postage automatically. It's a great convenience. Anybody can learn to use it in a few minutes.

• Ask the nearest PB office to show you the postage meter you need . . . or send the coupon.

PITNEY-BOWES

Postage Meter

Offices in 93 cities in the U. S. and Canada



PITNEY-BOWES, INC.
3415 Pacific St., Stamford, Conn.
Please send free booklet on the DM.

Name _____

Firm _____

Address _____

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in boxed typewriter papers and other office supplies

You can be certain that the stationer who displays the seal of an Authorized Neenah Dealer sells quality merchandise. Neenah boxed typewriter papers are the finest quality made in America containing from 25% to 100% cotton fibers, tub sized, air dried, and specially finished to give the finest writing and typing surface.

The stationer who sells this finer paper has a quality trade and deals in quality products. Make him your source for better office supplies.

NEENAH BOXED TYPEWRITER PAPERS

Neenah TYPEWRITER PAPERS

Neenah Paper Company

NEENAH, WISCONSIN

in employee relations and 14 different categories within the five major sections. The five areas are: job and conditions of work; financial rewards; personal relations; operating efficiency; and individual satisfactions. There is provision for insertion of ten specialized questions which the company may add and space for additional personal comments by employees.

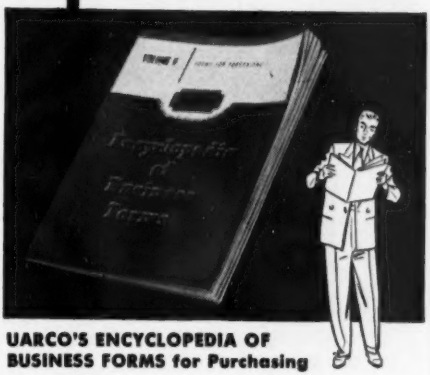
The answer sheet is a carbonized self-scoring form. When tabulated, results make it possible to assess the general level of morale in an organization, locate the problem departments, determine satisfactions and dissatisfactions, evaluate supervisory and executive training needs, provide material for supervisory training programs, estimate adequacy of communications, stimulate interest in human relations and provide opportunity for employees to voice their views. Only 30 minutes are required to administer the inventory which was constructed by the Employee Attitude Research Group of the Industrial Relations Center of the University of Chicago with funds from the General Service Foundation of St. Paul and A. B. Dick Co.

Custom Offices for Carter Oil Co.

MARSHALL FIELD & Co., Chicago, was chosen to redecorate the offices of Carter Oil Co. in Tulsa, Okla. This installation is expected to be one of the finest of its kind in the country. No expense is being spared and all office furniture is to be custom made from the president's office right through to that of the receptionist.

Carlton-Surrey, Inc., Grand Rapids, Mich., was chosen by Marshall Field & Co. to assist in the refurbishing job. Before placing the order, representatives of both Carter Oil Co. and Marshall Field's flew to Grand Rapids to inspect Carlton-Surrey's factory and obtain firsthand knowledge of the planning and construction methods used

This Book should be sold . . . you can have it for nothing!



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Every now and then business is offered a truly helpful book. This is one!

It contains no advertising; only facts . . . thirty-eight pages about your eight basic Purchasing Forms: Purchase Requisition, Request for Quotation, Purchase Order, etc. . . .

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Factories: Chicago; Cleveland; Oakland; Deep River, Connecticut; Watseka, Illinois—*Sales Representatives in all principal cities.*

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Room 1624, 141 W. Jackson Blvd.
Chicago 4, Illinois
Please send my copy of Uarco's Encyclopedia of Business Forms dealing with Purchasing Forms.

Name.....

Firm.....

Address.....*City*.....*State*.....

Carlton-Surrey's 18th century style desk with top grain leather top by Lackawanna Leather Co., crotch walnut drawer facings and the balance in rotary-cut veneers. Made for the office of Carter Oil Co., Tulsa, Okla.

there.

In all their designs, Carlton-Surrey stresses the functional aspect of their office furniture and the particular needs of the user. Rough plans were submitted and all details worked out before the special items for executives' use were made. The resulting offices will reflect superbly refined taste, harmoniously combining utilization and decoration.

3 Most Important Days in 1952 for OFFICE EQUIPMENT RETAILERS

Exhibit Space SOLD OUT Thanks to 135 Leading Manufacturers of Office Furniture, Office Equipment, Office Accessories and Allied Lines

Heavy advance room reservations assure record attendance. Make your plans now for three glorious days of pleasure and profit. Business Program subjects include: Sales Training, Management, Inventory, Taxes and Government Regulations. Reduced registration cost includes all functions, all sessions, luncheons, banquet, exhibits. Members—$22.50. Non-Members—$27.50.

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Sixth Annual

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Mail your registration today to

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John R. Gray, Executive Director

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Calculating champion in 15 minutes!

Fully Automatic Electric
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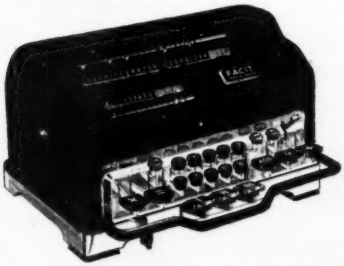

It took her only 15 minutes to be the calculating champion of her office . . . thanks to Facit, the simplest fully automatic calculator ever produced. For a Facit no trained operator is needed; after a few minutes' practice *anyone* can learn to perform every kind of calculation with Facit's brilliant 10-key system. Turn tiresome calculating hours into minutes of fun with Facit—the world's most exported calculator.

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Your Scales May Be WASTING POSTAGE!

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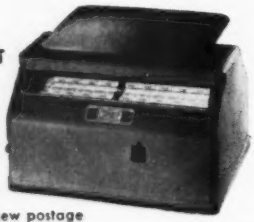
PARCEL POST SCALES
70 lb. Capacity



All scales have new postage rates. 20 oz., 3 lb., 30 lb., and 70 lb. capacities.

WRITE NOW FOR NEW

FREE POSTAL RATE WALL CHART

Two-color, 11" x 17" mailroom chart showing first class, parcel post and air rates with all changes through July 1, 1952—yours free!

Commercial Controls CORPORATION

Look in classified section of phone book under "Mailroom Equipment."

Dept. O-42, 1 Leighton Avenue
Rochester 2, New York

Evaluating Office Jobs

C. M. CHESTER III

Vice President, Personnel, Manning, Maxwell & Moore, Inc. Bridgeport, Conn.

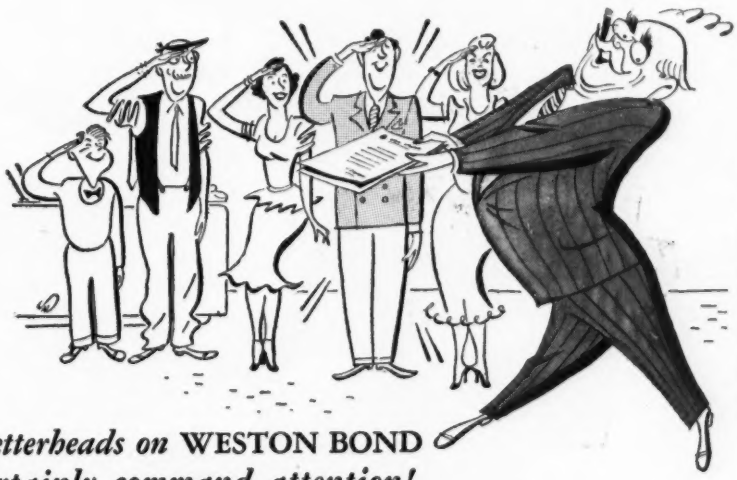
THE job evaluation system we use we believe to be unique and by far the fairest method that could be used. It operates as follows:

Every employee is requested to write up his own job description, sign it and obtain the written approval of his superior. A committee is then appointed to properly edit all job descriptions to make sure that all descriptions are uniformly arranged, that irrelevancies are eliminated and essentials equitably presented. Next, a separate ranking committee, which consists of an employee from every department, is appointed. We began with our wage-hour groups first to insure a firm base on which to evaluate the more complex jobs of the salaried employees, but the same general technique is used throughout.

The first step was to gain a unanimous

"I hear that Mr. Purkey is having trouble with his dentures."

decision from the ranking committee as to what was the simplest and the most difficult job of the group being ranked. Actually, this was an easy matter. The office boy and general office trainee were obviously the simplest and, in our particular wage-hour group, the chief tool designer was the most difficult in the opinion of the committee. Starting with these two jobs as the bottom and top of the scale, all other jobs, by department, were related to them factor by factor. For example, in the knowledge factor the office boy or trainee was given the lowest rating, the tool designer the highest. A secretary was ranked somewhere in between, and so forth. However, in the working conditions factor both the tool designer and secretary were given the lowest ranking because they worked continually under normal conditions. The office boy on the other hand was given a relatively high rating in this factor because the course of his duties required him to be on his feet all day and because frequent outside trips to



Letterheads on* WESTON BOND *certainly command attention!

Firm, crisp, sparkling with quality, the new WESTON BOND makes correspondence more impressive, sales letters more effective. You'll agree, this fine rag content paper is worth many times its modest cost. WESTON BOND is made by Byron Weston Company, Dalton, Mass., leading makers of fine papers. Ask your printer to use it or write for sample book. Address Dept. OF.

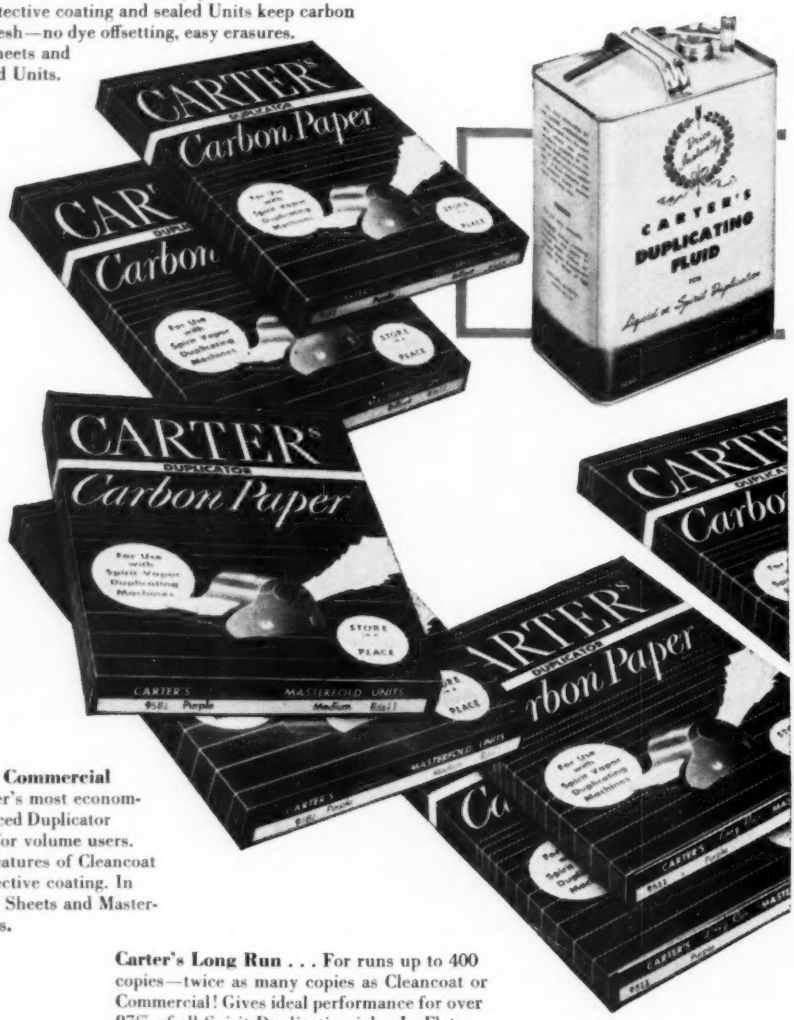
WESTON BOND ***Envelopes are made with* GRIP-QUIK *instant sealing flap gum***

WESTON BOND

Made by the Makers of* OLD HAMPSHIRE BOND, BYRON WESTON CO. LINEN RECORD *and a Complete Line of Papers for Business Records

HERE'S *Quality* TO SUIT

Carter's Cleancoat . . . Sensibly priced for short runs. Protective coating and sealed Units keep carbon factory-fresh—no dye offsetting, easy erasures. In Flat Sheets and Masterfold Units.



Carter's Commercial . . . Carter's most economically priced Duplicator Carbon, for volume users. All the features of Cleancoat less protective coating. In both Flat Sheets and Masterfold Units.

Carter's Long Run . . . For runs up to 400 copies—twice as many copies as Cleancoat or Commercial! Gives ideal performance for over 87% of all Spirit Duplicating jobs. In Flat Sheets and Masterfold Units; two finishes.

THE MOST DISCRIMINATING...

Carter's Duplicator Supplies!

Typists everywhere rave, "We're delighted with the switch to Carter's Duplicator Supplies . . . they're so easy to handle."

Carter's Duplicating Fluid

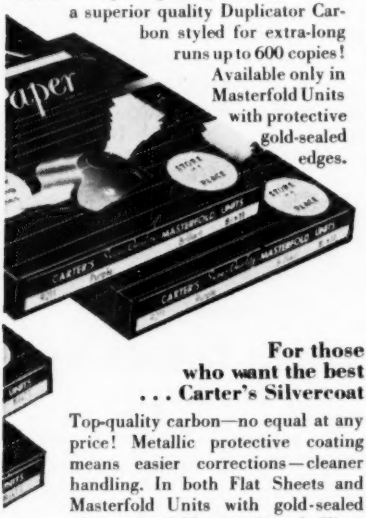
Quality where quality counts: Carter's Duplicating Fluid transfers complete impression to paper in less than .01 second. Draws off just enough color for sharpest copies—dries in time to produce brilliant copies!

No wonder! Carter's makes top-quality Duplicator Supplies—tailor-made for every job . . . for every machine. Typists and duplicator operators are proud of the better quality work they produce.

Your choice of five grades of Duplicator Carbon assures real operating economy. You get sharp, brilliant copies—more from each master. For superefficiency, use the performance-perfect companion—Carter's Duplicator Fluid.

Make the switch to Carter's Duplicator Supplies . . . carried by Stationers and Office Outfitters everywhere.

Carter's Super Quality . . . Just that—a superior quality Duplicator Carbon styled for extra-long runs up to 600 copies! Available only in Masterfold Units with protective gold-sealed edges.



For those who want the best . . . Carter's Silvercoat

Top-quality carbon—no equal at any price! Metallic protective coating means easier corrections—cleaner handling. In both Flat Sheets and Masterfold Units with gold-sealed edges. Available in five brilliant colors for runs up to 400 copies.

THE CARTER'S INK COMPANY

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you can depend on

The of Quality
and every envelope has
MINT-E-SEAL®
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ONE ENVELOPE TERRACE, WORCESTER 4, MASS.
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Write today for name of your nearest distributor. Dept. #78.

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139 Franklin St., New York 13, N. Y.
* Reg. U.S. Pat. Off.

the post office, etc., were necessary, regardless of weather conditions.

Cards for every job were prepared and as they were ranged by department according to factor, numerical degrees were written on the card. After this entire procedure was completed, integration between departments was made. These final results were then reviewed by a review committee consisting of department heads or assistant departments heads. Relatively few changes were made at this level and after pricing the jobs to conform with area patterns as determined by up-to-date surveys, the plan was presented to the Wage Stabilization Board for approval.

The moment the wage-hour program was completed we started on the administrative, professional and executive employees, following the identical procedure with two exceptions. Different factors were used and all employees above the grade of plant superintendent were ranked by a special committee appointed by the president. When it came to pricing the jobs in this group, we relied heavily on our management consultants who had better facilities and greater experience in this phase of the work. National patterns were used instead of local area patterns.—*From an address at the Personnel Conference of American Management Assn.*

Freight Handling

(*Continued from page 72*)

of the duplication has been eliminated and under the microfilm procedure, backed by the teletype hookup, more information is available faster with a simpler filing set-up.

Microfilming procedures at the Adley offices in New Haven are in two main operations. Shipping orders (drivers' copies) are received in daily batches, from each of the origin terminals, along with an invoice copy for each order. The invoice duplicate goes to the main accounting section and the order goes

Reduce Noise, Increase Efficiency with VICTOR'S Exclusive

Super-Quiet CUSTOM ADDING MACHINE

Revolutionary Design Reduces Noise 54%*

Now Victor has surpassed even its own standards of silence in the high-speed Super-Quiet Custom adding machines. With the rugged mechanism "floating" in an exclusive sound-reducing case, Victor Customs are faster, more efficient, quiet as a whisper.

Available in both 10-key and full keyboard models, Victor Customs cut operating costs and simplify figure-work. A movable decimal marker, allows operator to pre-set decimal places, speeds calculation, eliminates counting columns on tape.

There are 42 basic models in the Victor line, for *every size and type of business.*

**Based on scientifically controlled tests.*

VICTOR ADDING MACHINE CO., CHICAGO 18, ILL.

World's Largest Exclusive Makers of Adding Machines. In Canada: McCaskey Systems Ltd., Galt, Ont.

INVEST IN VICTOR

34 YEARS OF QUALITY RECOGNITION THE WORLD OVER

Victor Adding Machine Co., Chicago 18, Ill., Dept. OM-452

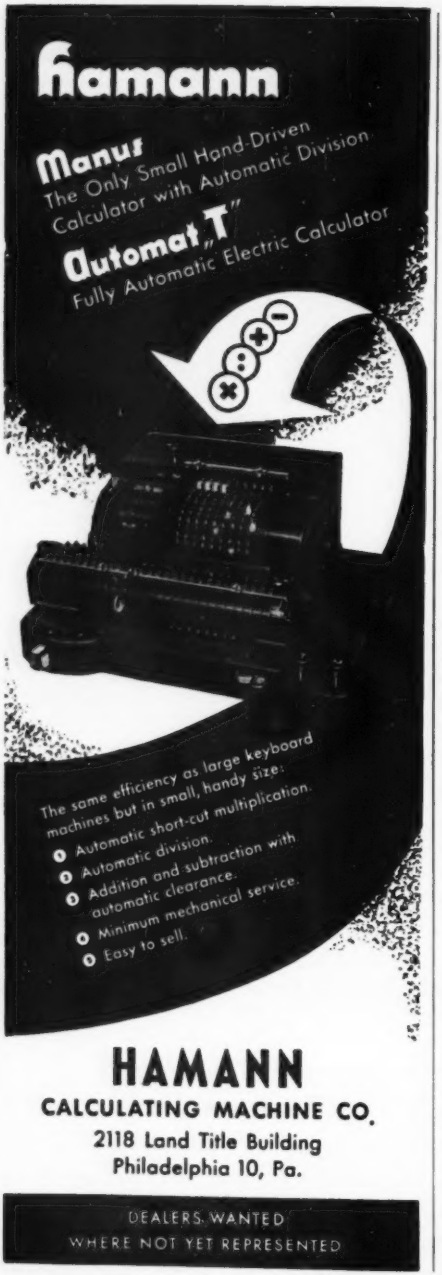
Please send free literature on the Victor line including descriptive folder on the *Super-Quiet* Custom adding machines.

Name .....

Company Name .....

Address .....

City ..... State .....



HAMANN
CALCULATING MACHINE CO.
2118 Land Title Building
Philadelphia 10, Pa.

DEALERS WANTED
WHERE NOT YET REPRESENTED

to the microfilm camera operators. Owing to the wider spread in the time at which the delivery receipts reach the home office, these are held in the regular current files for a matter of some months to make sure of numerical sequences before the filming.

Indexing the records at the home office is now done entirely by the numerical system. Shipping orders are fed through the microfilm camera in numerical order. By means of Microdex indexing targets, the rolls of film carry identification panels similar to those of movie titles. These panels or targets, photographed at the start of each new filming operation, give the point-of-origin terminal and the opening and closing order (or delivery receipt) numbers for that day.

Here is the way the procedure for filing is now set up: Alphabetical filing is maintained only at point-of-origin terminals by shippers, and at destination terminals by consignee. These records bear the invoicing numbers that serve for the numerical filings at the home office. When a question arises on any shipping order, the home office or any terminal needs only the invoice number and date to turn up the complete record. Or if those facts are unknown to the inquirer, the name either of the shipper or of the consignee (checked by teletype with the originating or receiving terminals) will provide the home office with the number and date for quick finding on the film.

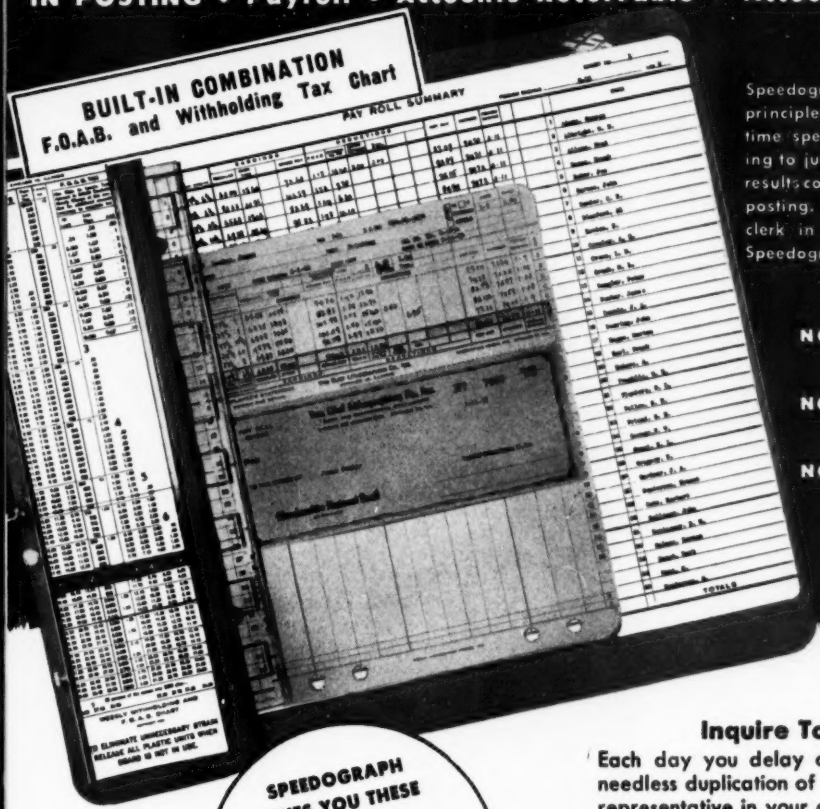
A variety of information can then be secured by visual reference to the document, enlarged on the microfilm viewer. If a copy of the document is required, this same equipment serves as a printer to produce an inexpensive white-on-black enlargement. Commenting on the new procedures, General Traffic Manager Achorn states:

"Viewing the job from the clerical worker's standpoint, there is probably nothing more tedious than the sort of filing tasks we had to handle before our use of microfilming. The clerks we

MODERN! SIMPLIFIED! EFFICIENT!

Speedograph SAVES UP TO 60% TIME

IN POSTING • Payroll • Accounts Receivable • Accounts Payable



Speedograph's entirely new principle of design reduces time spent on multiple posting to just a fraction . . . with results comparable to machine posting. So elementary, any clerk in your office can use Speedograph efficiently.

NO SPRINGS

NO PEGS

NO FLAPS

SPEEDOGRAPH GIVES YOU THESE ADVANTAGES:
A Daily Analysis • Eliminates Transcription Errors • Saves Hours of Time • Relieves Month End Peak Loads Speeds Collections

Inquire Today and Save

Each day you delay costs you money in needless duplication of labor. Our trained representative in your city will be glad to show you how the Speedograph Systems can be tailored to your business. Modernize, streamline your bookkeeping now. Write today for a personal introduction to the Speedograph Systems.

There are still a few choice markets open for exclusive Speedograph distributor arrangements with competent systems men. Inquire today.

Speedograph

Accounting Forms, Inc.
2712 S. Wabash Ave.
Chicago 16, Ill.

selected for the new procedure—all regular members of our staff—took to the microfilm system immediately and after very short on-the-job training they were able to set up and maintain current operations on a day-to-day basis. This system of record photography now means that we have the benefits of better records, filed better; and we have a great deal more room in which to do our tremendous volume of paperwork."

Martyr or Tyrant?

(*Continued from page 61*)

that his way is the only way. Stubbornness is an integral part of his behavior pattern.

The solution is in many respects similar to that recommended for the easy-going type. A good knowledge of human relations is essential. Among the items to be stressed are the more frequent use of praise, the proper techniques of administering reprimands, and how to give orders most effectively. He should learn to tone down his manner and his speech, to avoid arguments and in general to work amiably with his fellowmen.

A good supervisor is a good leader. He is neither a wishy-washy, hail-fellow-well-met nor a tyrant. He is neither ignored nor feared by his subordinates. He is neither overfriendly, nor aloof. He becomes neither a martyr to his employees nor a tyrant over them.

The good supervisor can analyze himself, diagnose his own faults and take steps to correct them. He avoids the two major pitfalls of supervision: leniency and severity. He has confidence in himself and the respect and confidence of his staff. He is tactful in handling all problems. Above all, he remembers that by treating all people as human beings, he will get and keep their cooperation. Once he has established this group spirit, his department will be run more efficiently, more smoothly and the morale of his subordinates will reach new heights.

how do YOU collate!

Are the scenes at the left familiar?

One girl at the Thomas Collator pictured can match the production of as many as four girls "gathering" manually.

If this saving interests you, please write us for brochure "O-4" and the full story.

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- QUIET

Gestetner

160

EXPRESS INKER

Stencil duplicating becomes the finest office reproduction process with the Gestetner Duplicator because its automatic vacuum feed distributes the special, no-waste ink to oscillating, revolving rollers for ink distribution similar to a printing press. No other stencil duplicator has this advanced inking system, equalled only by such other Gestetner features as the fast, accurate paper feed which adjusts for thick or thin stock; the easy-to-adjust margin control; the accurate speed control for different classes of work; automatic counter that stops machine at desired quantity; clean-stacking receiving tray; single, self-contained power unit. The Gestetner prints *better* —in any color—on sheets up to 8½" x 14". Famed throughout the world since 1881. Write for illustrated literature.

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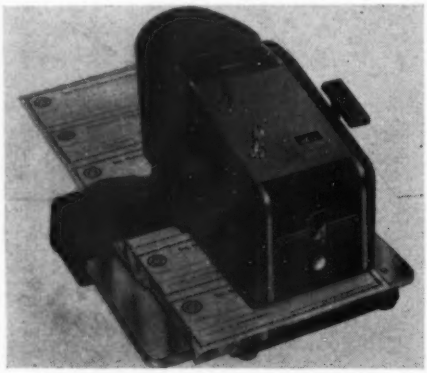
1724 H St., N. W., Washington, D. C. Phone: Executive 1350

CHECKSIGNER

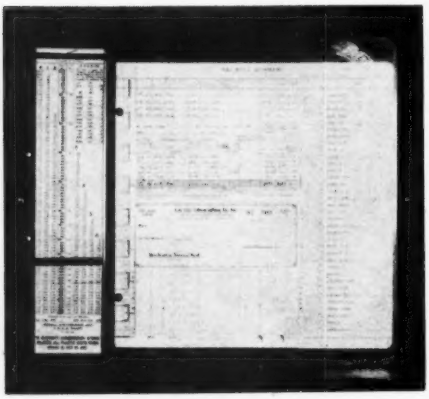
Hedman Co., 1158 W. Armitage Ave., Chicago 14, Ill., makes the Sign-O-Meter electric check-signing machine which signs checks ten times faster than by hand. The signature plate, which will wear indefinitely, is locked in the ma-



chine when the operating unit is unlocked. Inked signatures are shredded indelibly into the paper and the forgery-proof signature is valid for all banking and legal requirements. While signature impressions retain all characteristics of the handwriting, forged impressions from a duplicate (unauthorized) plate can be detected. Machine has dual locking controls with separate keys; one controls machine operation, the other controls insertion and removal of signature plate. Keys are tubular style to prevent anyone making a duplicate key. A tamper-proof meter counts signature impressions up to 99,999 and is non-resettable. Counter will not operate if signature plate is out of machine. The Sign-O-Meter can be operated by a foot-treadle leaving both hands free to feed either single, voucher style or continuous form checks. Extra large ink roller is easy and clean to reink and one inking lasts for upwards of 25,000 signatures. The Sign-O-Meter is finished in two-tone gray crackle enamel with chrome shelf and adjustable guide, and made with either right or left imprinting head. Universal motor for both AC and DC. Machine is easily carried from desk to desk, built for long, rugged service and carries a 2-year mechanical guarantee. Illustrated literature, with actual machine signature impression, from above address.

POSTING SYSTEM

Accounting Forms, Inc., 2712 S. Wabash Ave., Chicago 16, Ill., announced an improved Speedograph board and simplified Speedograph forms designed to reduce payroll, accounts receivable and accounts payable postings to single elemen-



tary operation without complex forms, springs, pegs or flaps. Because of Speedograph's simplicity, it is often adaptable to operations where ordinary board de-

vices could not be used. The exclusive Speedograph built-in combination FOAB and withholding tax chart eliminates cumbersome, extra charts in figuring payroll. Tax amounts are instantly located without lifting the pencil from writing position. Speedograph saves time in handling many forms of accounts receivable and accounts payable. Its single posting method eliminates transcription errors resulting from numerous duplicate postings to journals, statements, ledger account cards, etc. Speedograph forms provide an easy-to-figure, running check of receivables and payables. Full information and sample forms can be had from the above address.

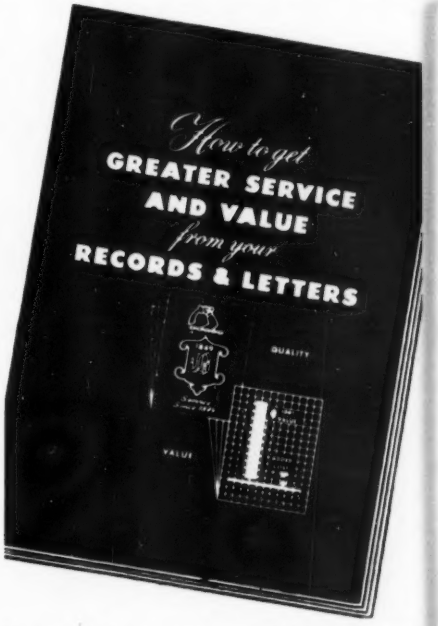
WRITING INK

Sanford Ink Co., Dept. T.O., Bellwood, Ill., makers of Sanford's Penit Blue-Black Fountain Pen Ink, offers 12 desk drawer size bottles free to purchasers of

six office size 26-oz. bottles. This offer is being made to acquaint users with this ink which is made for use in all makes of fountain pens regardless of the pens' special construction. It is designated a quick-starting ink which means all pens start to write instantly. To obtain the free dozen small bottles of ink, it is only necessary to order the half-dozen large bottles from the above address, giving your stationer's name and address.

PAPER FOR FORMS

L. L. Brown Paper Co., Adams, Mass., offer a free illustrated booklet, "How to Get Greater Service and Value from Your Records & Letters," which shows



how to judge paper properties and their value; how to determine the effect of paper costs on total forms cost; and how to order the most economical grade of paper stock for each type of form.

CARBON-INTERLEAVED FORMS

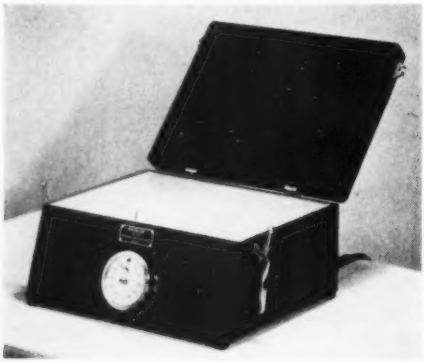
Federal Business Products, Inc., 90 Gold St., New York 38, N. Y., offer a free broadside which illustrates and describes Federal forms in styles for ledger

and journals, statements, checks, etc. These forms are designed by Federal to make one writing serve additional, different purposes with the use of either regular or hectograph carbon, special die-cutting, etc. The folder is titled "Short Cuts to Better Business Efficiency" and can be had from above address.

PHOTOCOPY MACHINES

Develop K. G. Dr. Eisbein & Co., Kleemannstr. 6, Stuttgart—Bad Cannstatt, U. S. Zone, Germany, makes the Develop Quick-Copier for making photocopies without handling liquids or a darkroom.

Copies may be on opaque Copyrapid paper or on transparent paper for use to make duplicating masters or diazo prints.



Copies are permanently finished automatically and will last indefinitely even in humid climates. There are several models of this equipment. The Unikop Din A3 makes actual size copies of sheets up to 14½" x 18" in less than 2 minutes, while the Unikop Din A4 is for sheets up to 8½" x 13." Machines will make copies of material bound in thick books as well as from paper with text on one or both sides. The copies are automatically developed anywhere in either the hand or electric model Develop machine. All electric models plug into any AC or DC outlet and are made of rustproof stainless steel and plastic. The Unikop Din A4 measures only 16½" long, 14½" wide, 9⅞" high; weighs 15½ lbs., while the Unikop Din A3 is only a little larger. The hand Develop Din A4 measures 15" x 7⅞" x 5½", weighing 7 lbs., while the same model electric developer is 14⅛" x 9⅞" x 9", weighing 16¼" lbs. This firm also manufactures photocopiers for making copies of a different size than the original and for high volume production, as well as the above small, desk-top models. Information from above address.

ADDING MACHINE

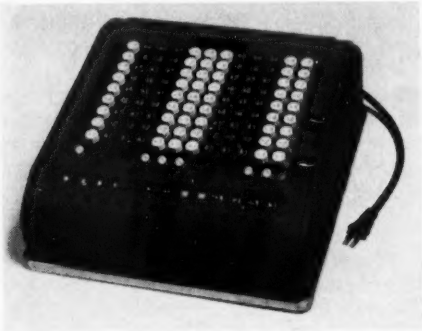
Underwood Corp., 1 Park Ave., New York 16, N. Y., announces that a new electric adding machine has been added

to the line of Underwood Portable Typewriters and Leader Adding Machines sold through more than 8,000 dealers in the

U. S. Developed in response to requests by dealers. Known as the Model 78 SP this Leader Adding Machine is available in 8 column totalling capacity and will retail for $270.

CALCULATOR

Felt & Tarrant Mfg. Co., 1715 N. Paulina St., Chicago 22, Ill., makes the Dual-Action Comptometer adding-calculating machine that has two independent



keyboards, two cancelling levers and a divided answer register. The operator can calculate on the right half of the keyboard and accumulate totals on the left half. Totals on the right or calculating side of the Comptometer may be cancelled independently of the accumulating side. This machine is designed to handle billing, payroll, figuring discounts, sales audit, accounts receivable, statistics and other applications. On figure work not requiring the dual feature, the operator simply touches the lower cancelling lever which instantly converts the Dual-Action Comptometer into a standard full keyboard all-purpose machine. All models can be split at any point to accommodate special types of figure work. Dual-Action Comptometers are made in 10 and 12 column sizes in both electric and non-electric models, finished in a sandalwood brown and available for immediate delivery at a slight additional cost over standard models.

CARBON PAPER

Kee Lox Mfg. Co., Rochester 1, N. Y., makes Kee Lox Timely Carbon Paper which is designed for producing up to 20 clean copies on standard or electric typewriters, without smearing or showing typewriter roller marks on the manifold tissue copies. By writing the above address on your business letterhead and giving the number of copies you ordinarily make and style of typewriters used (standard, electric or noiseless), this company will send 25 free sample sheets of this new carbon paper in their patented Kopy Aligner collating box.

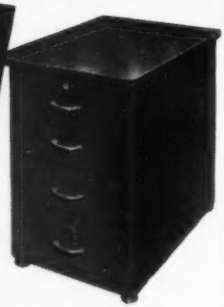
EXECUTIVE DESK

Executive Furniture, Inc., P. O. Box 1048, Oklahoma City 1, Okla., makes the No. 525 desk in their Series 500 line of custom built office furniture. This desk has a 45″ x 84″ x 1¾″ top and the edges are banded with vertical

Exclusively for tab card users

Duro's specialty is tab department accessory equipment — useful, sturdy products that increase every-day efficiency. Careful workmanship and quality materials are evident throughout Duro's all-steel 1952 line, of which two versatile units are illustrated.

new KEY PUNCH DESK



Linoleum-covered steel top . . . "Slatestone" grey enamel finish . . . 19" wide, 26" deep, 26½" high adjustable to 28½". List $79.50. Ship. wt., 90 lbs.

DURO'S reinforced DO-ALL

Full-swivel ball-bearing wheels, 21" turning radius . . . welded shelves, static load capacity 1,000 lbs. . . . grey enamel finish . . . 22" wide, 30" deep, 44½" high. List $72.50. Ship. wt., 90 lbs.

Other Duro Products: 22-drawer tab card files . . . Tote boxes, Tote box carriers, cabinets . . . Control panel storage racks . . . Sorter racks

Write for new catalog of tabulating accessory equipment

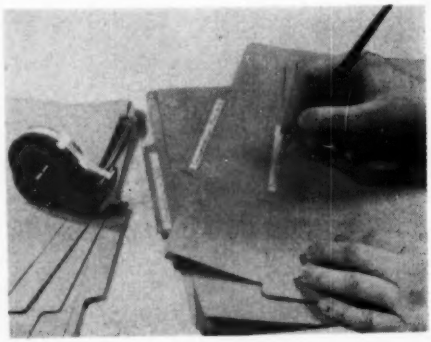
Tabulating Accessories Div.
Duro Consolidated, Inc.
Post Office Box 248
Redwood City, California

Represented nationally by leading office equipment dealers

stripe quartered walnut, double plied before banding to prevent cracking or checking especially where applied to the end grain of the core. There is ample overhang at both ends and rear for conference use. The two front corners are cut on a 4" radius while rear corners are cut on a 10" radius. Desks' pedestals have seven 15" x 30" drawers including one of double file depth. Desk is of all walnut construction including the sled-type pedestal bases equipped with massive adjustable glides for a 2" adjustment in height and to overcome uneven floor surfaces. All end and back panels and drawer fronts have 13/16" 5-ply cores with quartered striped walnut exteriors. All posts are flush with panels. Drawers have patented, adjustable roller suspension and are completely interchangeable. There are two secretary slides. Center drawer is optional.

LABELING TAPE

TapeMark Co., 321 Cedar St., St. Paul, Minn., makes Mark-On Tape, designed for labeling files, file folders, reports, drawers, notebooks, cards, and various items of general office equipment. The tape's writing surface, beneath its pro-



tective covering of transparent acetate film tape, permanently reproduces any message. When any blunt-pointed object (the wrong end of a pen for example) is used to write on the acetate film, the message reproduces automatically on the writing surface underneath and cannot

SURVEY REVEALS AVERAGE OFFICE OF 100 PEOPLE HAS 8 TO 19 DIFFERENT MAKES OF PENS TO FILL

Sanford's Penit is the one ink that makes every single one of these pens start instantly—yes, any pen regardless of special construction

Offered solely to acquaint your office staff with the quick-starting ink that makes any pen work better and start instantly.

SEND COUPON WITH NAME OF YOUR SUPPLIER

COUPON

SANFORD INK COMPANY
Dept. TO
Bellwood, Illinois

Have my stationer send me one-half dozen office-size 26-ounce bottles (1-5 gal.) of SANFORD'S PENit Blue-Black Fountain Pen Ink. My stationer's name is:.....

Address.....

Inasmuch as this is my first order of PENit in the new 26-oz. size, please send me without charge 12 desk drawer size bottles of Blue-Black PENit Ink for distribution to our office employees.

Name.....

Address.....

Sanford's Penit FOUNTAIN PEN INK

SANFORD INK COMPANY
Bellwood, Illinois

"MR. BOTT, DON'T BLAME ME! IT'S THE SYSTEM"

This employer of the gay nineties is impatient with his bookkeeping methods. He wants monthly reports of his business and because they are slow in reaching his desk, he is taking it out on his employee.

PITY THE MAN . . .

The poor bookkeeper is trying to explain that it all takes time . . . that another man could work no faster, could do no more in ten hours than he does . . . that the system is slow.

In those days, bills were all figured mentally and written in ink. Entries were made by hand in bound journals and ledgers, and every figure had to be double checked for accuracy.

Invoices for merchandise purchased, bank statements, freight bills — all were many days late in arriving, because other offices followed the same slow procedures.

How different for Mr. Bott, had he lived today. He would have enjoyed rapid mechanical accounting methods, with Tarco efficiency forms in Tarco flexible-chain post binders. He would know the status of his business not every month or every week, but *every day.*

If you are not familiar with the Tarco line, send for illustrated catalog listing 240 different forms, also binders and other auditing aids. Then — should you require special forms, we custom-print them to your exact specifications.

Write for Catalog F-1 today.

Consult your Public Accountant about the best Forms for your Business.

TALLMAN ROBBINS & CO.

Tarco Better Business Forms, Binders and Co-ordinated Filing Equipment since 1912

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New York • Kansas City • Indianapolis • Tulsa • Wichita • Washington

be erased or smudged. A stylus, dry ball-point pen, or pencil can be used to inscribe the message. Ink-free typewritten impressions reproduce perfectly while penned messages can be wiped free of the film without loss of the reproduction on the tape's special writing surface. Mark-On Tape can be applied to any clean and dry metal, plastic, glass, wood or paper surface. It is resistant to water, acid and oil. The tape is available in ½" and ¾" widths on 648" rolls. The ½" (¼" wide writing surface) sells for $1.49; the ¾" (⅜" wide writing surface) for $1.95 per roll. A plastic hand dispenser is included with each order.

ROTATING FILE

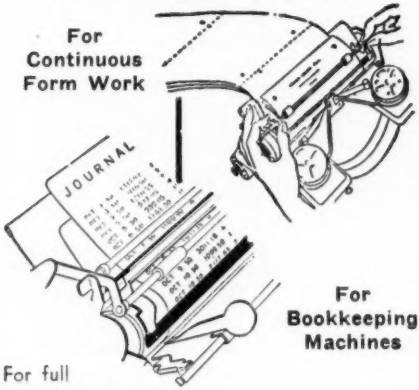
Wassell Organization, Inc., Westport 2, Conn., makes the Rotor-File which is adaptable to housing a wide range of records including standard and special cards, binders and folders, to meet requirements of high volume reference and posting operations like credit histories, sales and inventory records, tax records, medical records, cycle billing, tabulating card housing, insurance policy

and claim records, accounts receivable, production and cost records, price data; customer, utility line and real estate

Dupli-Typer Ribbon Attachments Make INKED Copies

Increase Production—Reduce Costs

For Continuous Form Work



For Bookkeeping Machines

For full information write:

DUPLI-TYPER CO.

456 Fourth Ave., New York 16, N. Y., U. S. A.

THE INTERCOM SYSTEM OF 1,000 USES!

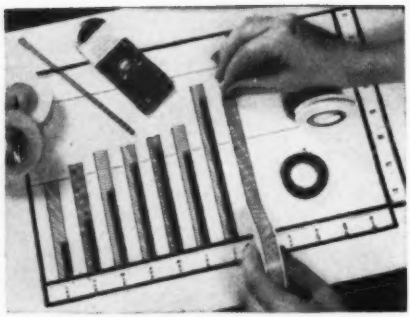
WHEELER

Self Powered ELECTRIC **TELEPHONE**

- Use it to take those constantly called stations off your switchboard.
- Use it where a really PRIVATE line is needed.
- Use it for office-to-factory, factory-to-yard and for temporary lines on construction jobs, etc.
- Use it for a TRULY INDEPENDENT emergency system.
- NO batteries, NO outside power source. Always ready. Effective up to 20 miles.

Write for full data and name of your nearest distributor.

THE WHEELER INSULATED WIRE COMPANY, Inc.
Division of the Sperry Corp.
1106 EAST AURORA ST., WATERBURY 20, CONN.



Amazing New Method for Making Graphic Charts

Simpler • Quicker • Better!

Professional Charts can be made quickly, economically by you, your secretary, or any member of your staff —by the

CHART-PAK METHOD

Here's all you do: On a Chart-Pak board, plan the kind of chart you want. Select the proper Chart-Pak materials. A little finger pressure and a little typing do the rest. That's all there is to it. Your chart is ready for presentation or reproduction.

And Note This: Any portion of your Chart-Pak chart can be quickly changed or corrected at any time. What could be more economical?

ATTACH TO YOUR LETTERHEAD

Send me descriptive brochure on the Chart-Pak Method for Statistical Charts ☐ Organization Charts ☐ Office Layouts ☐ 104-Z

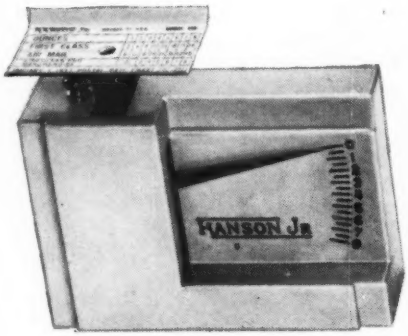
CHART-PAK, INC.

104-Z Lincoln Ave., Stamford, Conn.

records. Rotor-File consists of one or more circular tiers rotating on a vertical shaft with filed material arranged in trays or racks. The operator, working from a seated position, commands a large number of active records and can easily find any record in seconds by rotating the tier to bring the proper tray within reach. In one series of popular models each tier except the lowest contains a 22½° pie-cut to furnish access to the tier below. To reach a lower tier, the clerk moves the tier until the desired tray is in the opening. Filing capacities of representative models are: 8″ x 5″ cards, 512 filing inches in five tiers; 6″ x 4″ cards, 800 filing inches in six tiers; 5″ x 3″ cards. 1202 filing inches in seven tiers. Cards are filed in removable long and short trays which alternate to make maximum use of the tier area. Existing records can be transferred to Rotor-File without alteration. File growth is frequently accommodated without additional space by the addition of tiers to existing Rotor-File units.

POSTAL SCALE

Hanson Scale Co., 525 N. Ada St., Chicago 22, Ill., makes the Hanson Jr. light duty scale No. 158. The manufacturer



recommends this postal scale for the small or average office and also for home use. The scale body is Styron plastic in attractive light gray color. Mechanism

She can do TEN girls' work for you...

WHEN SHE USES THE DUPLICATOR!

When you want multiple copies of conference reports, bulletins, sales letters—rely on the office duplicator. One typist using the duplicator can literally turn out the work of ten. When she uses Hammermill Duplicator paper, only one typing, one checking is necessary. Every copy is clear, easy to read. Available in white, five distinctive colors with envelopes to match.

FREE!

Send the coupon now for an up-to-date sample book of Hammermill Duplicator and the helpful idea-book "Duplicator Facts."

HAMMERMILL
DUPLICATOR
FOR SPIRIT AND GELATIN MACHINES

Hammermill Paper Company,
1463 East Lake Road, Erie 6, Penna.

Please send me—FREE—the sample book of Hammermill Duplicator and the idea-book, "Duplicator Facts."

Name .....

Position .....

(Please attach to, or write on, your *business* letterhead.) TO-APR.

ONE TIME CARBON FORMS the gift to modern efficiency!

ORDER-INVOICE SYSTEMS
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Mercury Printing Company's reputation as experts in form efficiency and work simplification is of vital importance to you.

Our know-how of form construction, plus our proficient printing and bindery plant, constitutes an economical source of supply to you. So why not take advantage of our service by having our experts study your form, gratis?

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Business Forms
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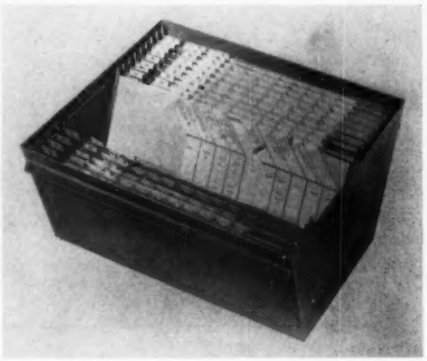
200 HUDSON STREET, NEW YORK 13, N. Y.
WAlker 5-3604

is suspended on a steel channel independent of the case which makes possible an unusual high degree of accuracy. Chart on platform computes postage up to 8 oz. for first class, air mail and merchandise. List price $3.25.

VISIBLE FILE

Vue-Fax Corp., 90 Gold St., New York 38, N. Y., makes the smaller and less expensive Econofile which has all the features of the Vue-Fax standard line of time-saving visible record systems. The Econofile has horizontal, vertical and diagonal margins of visibility enabling



quick and easy reference to accounts receivable, inventory, personnel, production, sales records, etc. It is equipped with a margin control spacer base and transparent plastic panels. Rigidly constructed of steel and finished in crystal gray for years of rugged office service, the Econofile is available in four sizes, holding from 2000 to 8000 cards. Detailed information from above address.

COPYHOLDER FOLDER

Copy Right Mfg. Co., Dept. 1, 53 Park Place, New York 7, N. Y., offers a folder showing "Five Office Necessities," which include the Copy Right Copyholder, Stand-By Copyholder, Fluorescent Lamps and Magnifiers. Printed in two colors,

Most Valuable Stenographer

ON YOUR PAYROLL!

Robotyper Robotyper Rob
per Robotyper Robotyper

Robotyper

FOR LESS THAN 3c PER LETTER . . .

One Robotyper produces up to 200 *truly personal* letters per day.

Here's a stenographer who can do the work of four rapid typists . . .

Who always works at top speed . . .

. . . never gets tired . . .

. . . will work 24 hours every day, if you want her to . . .

. . . doesn't need a lunch hour, or rest period . . .

. . . she'll work for a salary of 77c per day!

That's ROBOTYPER, a mechanical super-typist so speedy and accurate that your present staff can quadruple its present daily output of routine *personal* letters. One girl, without special skill, can operate one to four Robotypers and still have time for other work. Your typewriter is always free for manual operation, without unhooking.

Robotyped letters are *personal letters,* with individually-typed names, figures, and personal fill-ins, impossible to distinguish from any other personal letter. Truly personal Robotyped letters get surer results . . . win and keep good will as no processed letter can.

It will pay you to investigate the money-saving and money-making advantages of Robotyper. Let's tell you about Robotyper.

Robotyper *Builds* BUSINESS

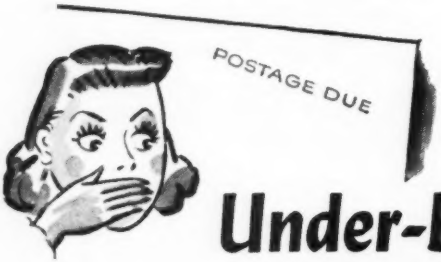
Robotyper Robotyper Rol

ROBOTYPER CORPORATION
Room O-42
Hendersonville, North Carolina
Please tell me how Robotyper can increase efficiency in my firm.
NAME .....
COMPANY .....
ADDRESS .....

8½" x 11", punched for ring binders for salesman's catalogs, catalog files and reference books. Dealers can have as many copies as needed for sales personnel.

PORTABLE TYPEWRITER

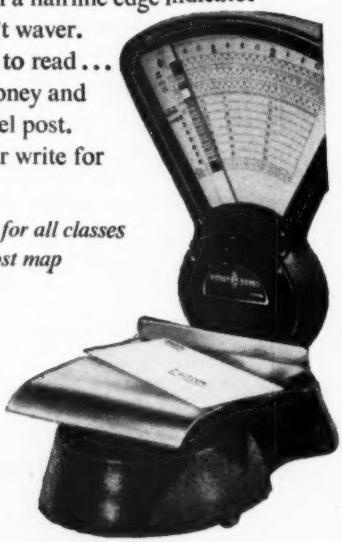
L. C. Smith & Corona Typewriters Inc., Syracuse 1, N. Y., announces that the Page Gage, introduced a year ago as a feature of the Smith-Corona Office Typewriter, has now been incorporated on the Smith-Corona Portable Typewriter. Exclusive with Smith-Corona, the device shows the operator how much space remains at the bottom of the page being typed. This is the first time a portable typewriter has been equipped with a Page Gage. A simple mechanism which any typist can set in a matter of seconds, the Page Gage takes the guess-work out of page-end typing, saving time and



Under-blunder?

A tired old mailing scale that underweighs and sends out "postage due" letters or packages—reflects unfavorably on any firm! . . . A Pitney-Bowes precision Mailing Scale has an automatic pendulum mechanism that is accurate, stays accurate, isn't impaired by time or use. And it's fast-acting—with a hairline edge indicator that shows exact weight instantly, doesn't waver. Chart graduations are wide-spaced, easy to read . . . This scale speeds mailing, saves time, money and postage . . . Special 70 lb. model for parcel post. Ask the nearest PB office to show you, or write for illustrated booklet.

FREE: *Handy wall chart of new Postal Rates for all classes of mail, complete with changes, and parcel post map showing zones for any locality.*



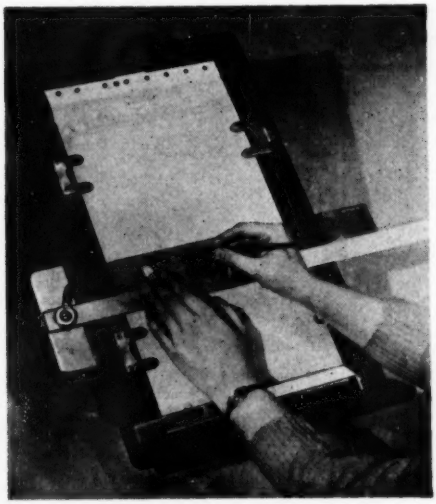
PITNEY-BOWES
Mailing Scales
PITNEY-BOWES, INC.
3428 Pacific St., Stamford, Conn.

Originators of the postage meter . . . offices in 93 cities

paper and avoiding necessity of retyping. As the bottom edge of the paper being typed disappears behind the platen, red figures on the Page Gage indicate when the typing has reached 2½" above the end of the page and show at half-inch intervals how much space is left until the very bottom of the page is reached. The Gage can be set for any length paper. Persons using portable machines are often either amateur or part-time typists who will find such a guide of unusual assistance. It is therefore expected that the Page Gage will prove as popular with the portable Smith-Corona typewriter as it has with the office model.

STENCIL SCOPE

Duplicator Corp., 50 McLean Ave., Yonkers 5, N. Y., offers the Gestetner Scope for writing or tracing on stencils. Made of all metal, finished in hammer gray. Heading studs at top and clamp

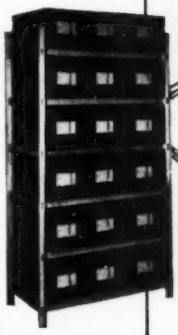


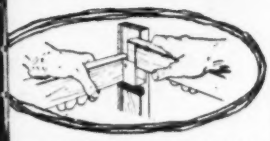
at bottom hold the stencil firmly. The scope is adjustable from an inclined angle to a horizontal working position. The T-square with each scope has a locking device which, by a flick of the finger, clamps the T-Square in position for easy

NOW at Lower Cost!

Liberty Improved

PREFAB WOOD SHELVING





NO NAILS—NO SCREWS
Set it up without tools

Learn all about this sturdy, easily erected, economical shelving for permanent record storage.

Completely prefabricated of precision cut Ponderosa pine, with factory applied metal interlocking brackets. Measures 76" x 42" x 24". Each of six shelves are adjustable 1" up or down.

Extension units lock to starter unit making infinite linear shelving or back-to-back island shelving.

CLIP THIS AD TO YOUR LETTERHEAD for details and the name of your local dealer.

Just a few REPEAT USERS:
Aluminum Co. of America
Fansteel Metallurgical Corporation
Halliburton Oil Well Cementing Co.
Perfect Circle Corporation
United States Rubber Co.

FREE BOOKLET!

Send for our MANUAL OF RECORD STORAGE PRACTICE.

1. Tells how long to keep specific records for your protection.
2. Shows best procedures in record storage.

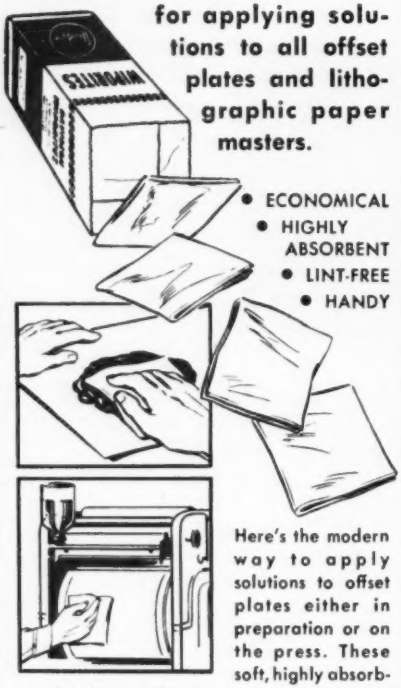
No obligation. Send for this booklet today. Offer good only in U.S. and Canada.

BANKERS BOX COMPANY
Record Retention Specialists Since 1918
720 S. Dearborn St. • Chicago 5, Ill.

for better results . . .
BETTER USE

WIPORITES®

for applying solutions to all offset plates and lithographic paper masters.



- ECONOMICAL
- HIGHLY ABSORBENT
- LINT-FREE
- HANDY

Here's the modern way to apply solutions to offset plates either in preparation or on the press. These soft, highly absorbent, lint-free applicators insure smooth, even application of etches, gums, etc. They're handy, ready to use, cut to size and folded with four clean surfaces quickly available. They won't stick to the plate...won't become stringy. They save time . . . do a far better job than cotton or other makeshifts. Economical too . . . only $1.65 per bag of 100. Packed 20 bags to a case. Order Wiporites from your nearest Davidson Sales and Service Agency . . . today.

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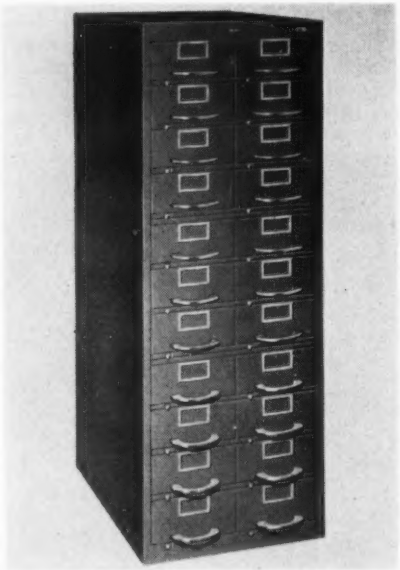
A SUBSIDIARY OF MERGENTHALER LINOTYPE COMPANY
1036-60 W. Adams Street, Chicago 7, Illinois

and comfortable use of lettering guides. Lighting from an inside source gives a smooth, no-glare, evenly diffused light over the entire working surface. The T-square may be used in either a horizontal or a vertical position. A wide range of styli and lettering guides are available for use with the scope. Literature on the scope and accessories may be obtained from above address.

TABULATING CARD FILES

Duro Consolidated, Inc., P. O. Box 248, Redwood City, Calif., makes a full line of tabulating accessory equipment headed by a completely redesigned 22-drawer filing cabinet. Duro's tab card file is higher than previous models. The new



54⅝" height permitting storage of 90,000 cards while width is retained at 20 3/32" and depth at 28½", enabling the cabinet to occupy less than 4 sq. ft. of floor space. Sturdier construction also is claimed for the unit. Corners have double thicknesses of sheet steel and basic framework is of heavier stock. Drawers are individual and full extension, with syn-

Let this present-day miracle change all your ideas about dictating machines!

How wrong you are if you think a modern dictating machine has a speaking tube! Or looks like an old-fashioned phonograph! Or takes up lots of room in your office.

Listen! TIME-MASTER, the most remarkable dictating machine ever invented, has a mike you cradle in your hand with all the controls in finger reach. Only 4½ inches high, TIME-MASTER takes up no more room on your desk than a letterhead. And it records with amazing clarity on *Dictabelt*, an exclusive Dictaphone recording medium that's unbreakable, filable, mailable, and so inexpensive it's used once and thrown away, if desired.

The two words 'electronics' and 'plastics' sum up the most revolutionary changes in the dictating-machine industry since the first practical recording of the human voice.

Through electronics, your voice is transmitted with fidelity! Through plastics—exclusive Dictaphone *Dictabelts*—your voice is recorded and reproduced with radio-clarity!

DICTAPHONE

THE GREATEST NAME IN DICTATION

TIME-MASTER—The Modern Way to Dictate

"Dictaphone" is a registered trade-mark of Dictaphone Corporation.

DICTAPHONE CORP., Dept. I 42
420 Lexington Ave., N. Y. 17, N. Y.
Please send me my free copy of "Time Itself."

Your Name _____

Company _____

Street Address _____

City & Zone _____ **State** _____

Last Chance!

for OFFICE Equipment and

Commercial Stationery Manufacturers

to reach the profitable

Latin American market in the

1952 edition of *La Oficina*

While there is a lot of talk about trade and exchange restrictions, the Latin American countries continue to buy and pay for office equipment and supplies in impressive dollar quantities. The manufacturers who vigorously promote their export sales are earning sizable profits.

Last November (latest official figures available), American office equipment and stationery manufacturers sold:

$49,125 of pencils to Colombia
$20,580 of bookkeeping machines to Honduras
$15,386 of office stapling machines to Mexico
$27,358 of new standard typewriters to Argentina
$35,444 of metal office files to Venezuela
$15,036 of carbon paper to Cuba
$47,777 of adding machines to Peru

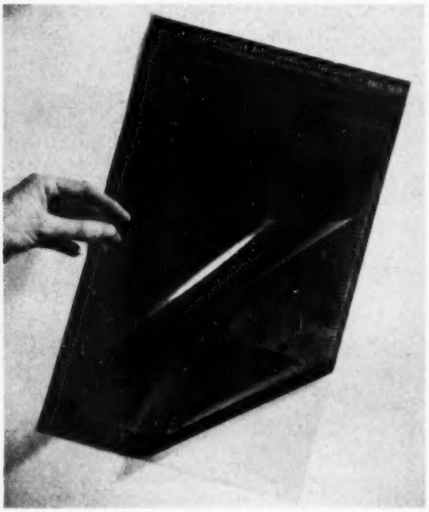
The people spending these dollars receive, read and rely on La OFICINA all year long as the *first* source of office equipment information. Advertising in La OFICINA annually is the most effective, thorough and inexpensive way of telling your Latin American prospects the advantages of your products.

But we must have your advertising reservation immediately. The 1952 edition is almost ready to print. Send your instructions Now—or telephone for further information, low rate, circulation, etc.

chronized ball-bearing suspension systems and individual thumb latches on cradles. Plunger-type master cabinet lock is offered as optional equipment. Changes also have been made in Duro's 1952 drawer. An all-steel unit with solid bottom and solid front, its depth now permits use of ½" index tabs. Users doing frequent reference or inter-filing are offered a low-side drawer at no extra cost. A complete catalog of Duro's 1952 line is available on request.

OFFSET MECHANICAL NEGATIVE

Milo Harding Co., 434 W. Pico Blvd., Los Angeles 15, Calif., makes the Tempolith Mechanical Negative for offset duplicating. This is similar in makeup to a regular stencil, eliminating one step in the processing of offset work. It serves



as the negative from which the offset plate is made and thus no camera equipment or photo film are required. It makes clean copy from a Vari-Typer or any standard typewriter and perfectly reproduces typing, drawing or tracing. Used with pre-sensitized offset plates, or regular offset plates after they have been sensitized, for inexpensive make-up. It

"DEALER'S CHOICE"
for
BUILDING BUSINESS

Barrett

GRAYTONE MODELS
WITH DIRECT SUBTRACTION

MODEL B192E
Electric Printing Calculator
9-Column Totals up to 9,999,999.99

MODEL B192
Hand-Operated Printing Calculator
9-Column Totals up to 9,999,999.99

EXCLUSIVE SALES AGENCY PLAN!

Some territories now open for exclusive assignment. If interested in securing an exclusive and profitable agency, write for full information.

BARRETT ADDING MACHINE DIVISION
Lanston Monotype Machine Company
24th and Locust Sts., Philadelphia 3, Pa., U.S.A.

PEERLESS IMPERIAL
has a great stake in the

TYPEWRITER OF THE FUTURE

Although PEERLESS IMPERIAL technicians are constantly researching improvements in ribbons and carbons for manual machines, they have not neglected the new era of electric typewriting. In fact, they got a head start on it by developments which are vital to all users of these ingenious typewriters.

We are proud to state that FINAL LINE, WRITEMASTER and NO CURL NO SMUDGE Carbon—as well as WRITEMASTER cloth and carbon paper ribbons are now capable of producing impressions of print-like beauty on both electric and manual machines.

Owners of both type machines will do well to consult the PEERLESS IMPERIAL man.

PEERLESS IMPERIAL CO., Inc.
General Office and Factory
28 Peerless Place, Newark 5, New Jersey
N. Y. Office: 7, 321 B'way • Chicago 2, 179 W. Washington St
Detroit 18, 37 Linden St. River Rouge, Michigan

is also used for silk screen reproduction on small, one-time jobs. The possibilities of a mechanical negative for offset were first recognized by the Milo Harding Co. in 1938 and the Tempolith Negative was introduced at that time. Tempolith Negatives are silver top-printed with guide lines and measurements for exact placement of copy, and are the same size as the offset plate so no masking is required. Negative No. 147-P is the same size as a standard stencil so it may be used for the offset plate, mimeograph, or both; an advantage to users of both processes who can buy one product to serve both needs.

CERTIFICATION MACHINES

Ajax Time Stamp Co., 368 Broadway, New York 13, N. Y., offers their free catalog illustrating seven models of certification machines plus all types of timing, dating and/or numbering equipment.

Manufacturers of check certifiers for many years, Ajax specializes in this particular type of bank equipment. When banks certify their checks completely and safely this modern way, they protect their own prime liability and their depositor against fraud. Alteration of checks certified with an Ajax-Hercules are practically impossible because the entire record plus the amount, serial

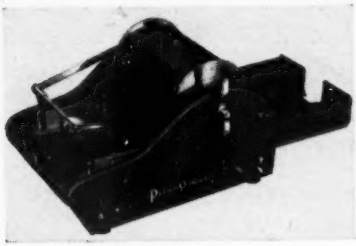
number and date are serrated into the fibres of the paper. A copy of the catalog can be had from above address.

W-2, 1099 TAX FORMS

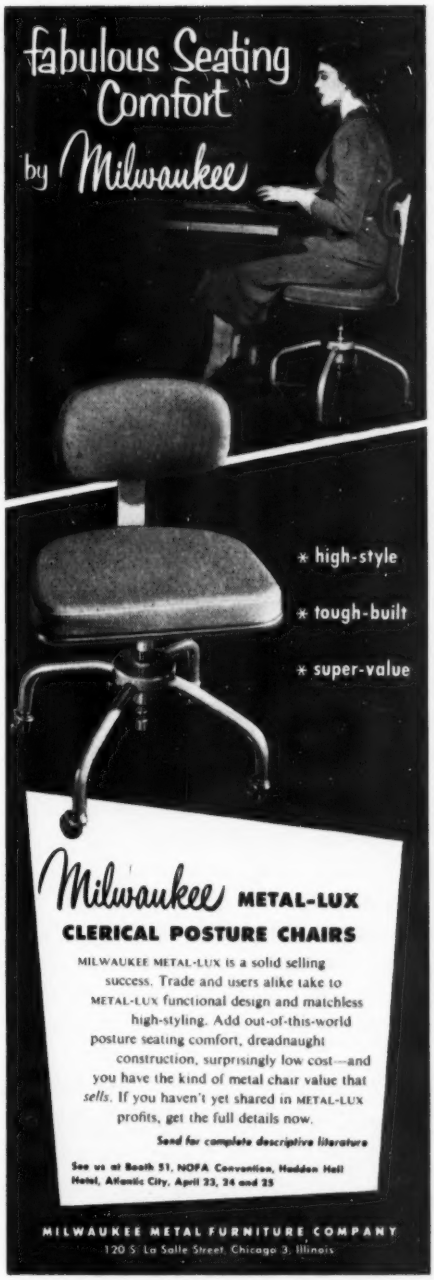
Ross-Martin Co., Box 800, Tulsa 1, Okla., makes Kraftbilt W-2 and 1099 Forms for 1952. These have been approved by Federal and State tax officials and are made in snap-apart style printed 4-up on a sheet, bound, perforated and imprinted to order. Forms are available in multi-parts sets with interleaved carbon to make one writing serve all Federal and State tax requirements. This company markets these and other forms by mail. Complete details and samples can be had from above address.

STENCIL DUPLICATOR

Print-O-Matic Co., Merchandise Mart, Chicago 54, Ill., is making the Print-O-Matic Model 4-A Stencil Duplicator in Holland. Retailing at only $56, this duplicator uses regular 4-hole stencils and has a closed, cast aluminum drum which is counterbalanced for smooth, quiet operation. It handles all stock from post



card to legal size. Inside, semi-automatic inking brush has a separate, outside, handle for inking without staining the hands. Drum is easily removed or interchanged for color work. Automatic paper feed has stabilizer bar, precision-type paper grip adjustment and snap-on feed arm. Machine can be stored in a space 18" x 12" x 10½" because paper tray folds flat and slides under machine. Heavy cast steel side frame gives machine sturdiness. Simplicity of opera-



What does this business machine DO?

It can be a Time Stamp, or an electric Numberer, a Dater, a combined Dater and Numberer, a Check Signer, a check Endorser, etc. ANY of these various applications can be arranged for Carbon Copy work.

Tell us your problems.

Send for our new catalog.

TIME DATE & NUMBER INC.
298 BROADWAY
NEW YORK 7, N. Y.
Mfrs. & Distributors of
TIME DATE & NUMBERING DEVICES

tion eliminates need for servicing. The Print-O-Matic Model 4-A carries a 120-day unconditional guarantee. Literature from above address.

SAFE

Diebold, Inc., Canton 2, Ohio, makes a small Guardian safe for offices and homes. Compact and thoroughly tested for fire, impact, explosion and burglary, Guar-

dian Safes bear the Underwriters Laboratories' label for Class C Fire and T-20 Burglarly. Further information from above address.

LIGHTING MAINTENANCE

Sylvania Electric Products, Inc., 60 Boston St., Salem, Mass., offers a free 12-page, two-color bulletin, "The Why, When and How of Modern Lighting Maintenance." Emphasizing the high cost of low lighting maintenance standards, the bulletin stresses that planned maintenance of both light sources and reflecting surfaces saves costly time and useful light. It outlines an 8-step program of planned fluorescent lighting maintenance suggesting: check lighting levels regularly, replace burnouts promptly, keep lamp and reflectors clean,

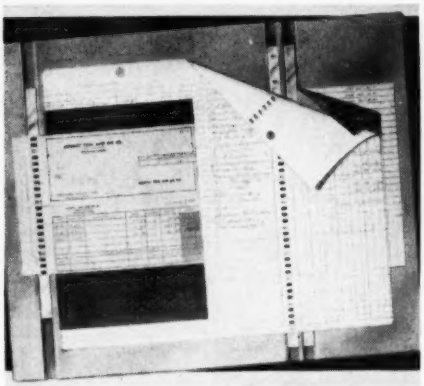
replace lamps systematically, maintain light colored walls and ceilings, maintain proper line voltage, keep a stock of fixture parts, and use labor-saving methods and equipment. The advantages of planned group replacement of lamps as compared to one-at-a-time replacements are stressed. Even the most modern fluorescent lighting installations rapidly become inefficient because of poor maintenance procedures.

PHOTOCOPY PROCESS

Charles Bruning Co., Dept. P32, Teterboro, N. J., offers a free ilustrated booklet which describes the Copyflex Process for making photocopies automatically. Ask for Booklet A-2008.

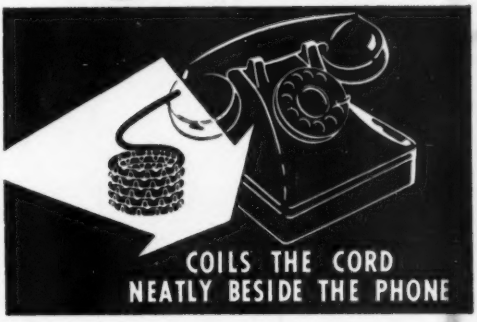
ACCOUNTS PAYABLE SYSTEM

Charles R. Hadley Co., 330 N. Los Angeles St., Los Angeles 12, Calif., announces a simplified accounts payable method using a writing board to create three records simultaneously. The whole



accounts payable process is completed in two easy steps. 1. A single writing produces the remittance advice, voucher record and distribution ticket. 2. A single writing completes the remittance advice and creates the check record. This helps to cut clerical time in half, levels peak loads, eliminates transcription errors and provides flexibility of operation. Any

END THIS NUISANCE NOW WITH



A MUST FOR OFFICES, HOMES . . .

Positively eliminates tangled and twisted cords . . . keeps the cord from catching on desk corners, drawers, etc. No wonder 500,000 were sold last year to banks, insurance, real estate, government offices, etc.

★ RETAILS FOR 95c . . .

Manufactured of finest steel music wire. Easily installed and guaranteed not to bend out of shape or break under normal use.

Not to be confused with old fashioned wrap-around covers.

If your dealer cannot supply you, send 95c each direct to

HUFF SALES CO.

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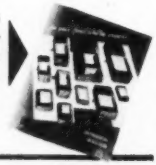
Hano
ALL-ALUMINUM
PORTABLE REGISTER *

. . . for accurate records . . . easier. That's the reason why this Hano Portable Register is so popular. Three basic models provide form sizes to fit any of your record-keeping needs.

* Just one of the many HANO Registers

. . . all fully illustrated in "HAND WRITTEN RECORDS" . . . write for your copy today. Established dealers wanted in the South, Southwest and Mid-west.



—Philip Hano COMPANY INC.
HOLYOKE, MASSACHUSETTS

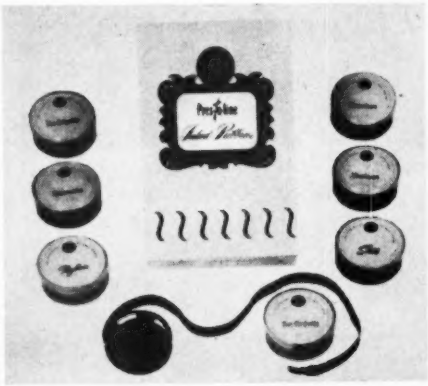
clerk can learn the method in minutes, Hadley officials report, which solves the problem of vacation or sick leave replacements. Line proof and page proof provide a constant check of accuracy. Writing boards used with this method are light and portable. There is nothing to break down or get out of order and boards can be stored in a desk drawer when not in use.

ROLLING FILES

Rol-Dex Division, Watson Mfg. Co., Jamestown 21, N. Y., offers a free 16-page booklet, "The Modern Filing Method," which illustrates and describes the operation of Rol-Dex and Trans-Dex Files for housing whatever type forms an office happens to be using. Tables show capacities and specifications of all units while photos reproduce various actual office installations.

TYPEWRITER RIBBON

Pres-To-Line Corp. of America, 2339 Cotner Ave., Los Angeles 64, Calif., has designed a plastic ribbon container for their inked ribbons which is made of



more durable plastic than previously used. The bottom of the deeper Pres-To-Line ribbon box is made of a tough metallic plastic. The lid is transparent, making the contents visible after the inside label is removed. It also makes a

handy container for small items that clutter up a desk, such as paper clips, stamps, pins, coins, leads, erasers, hairpins, etc. The new containers are slightly recessed on the bottom and top, allowing them to nest together. The stronger box is unconditionally guaranteed against breakage during shipment because it will withstand the weight of 200-lbs.

RUBBER LINE DATER, NUMBERER

Wm. A. Force & Co., 64 White St., New York 13, N. Y., makes the Regent Numberer and Monarch Rubber Line Daters and Numberers in a complete line of popular type sizes and band capacities. They are self-aligning and straight-line impressions are always possible. Deeply molded bands align on the bridge. Rigid standardization during manufacture and assembly insures alignment and smooth, trouble-free performance. Handles of both models are of functional design for easy gripping and are marked with type size for rapid identification. Frames are nickelplated; drums are of aluminum for minimum ink

corrosion. Daters are built with two day drums of larger-than-usual diameter for uniform tension and easier moving

MANUFACTURERS OF
LOOSE LEAF BINDERS
for every purpose
★ACCOUNTING ★SALESMEN
★CATALOGS ★PUBLICATIONS
★STOCK CONTROL ★MANUALS
For Highest Quality at Lowest Price
"ASK FOR STAR BINDERS"
Catalog will be sent on request.
STAR LOOSE LEAF CO.
169 Duane St., New York 13, N. Y. Telephone: REctor 2-3273

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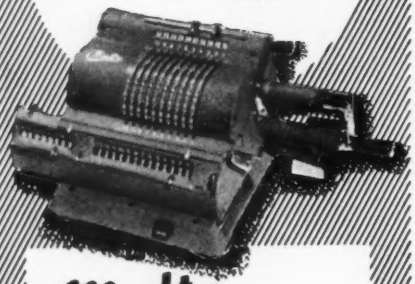
THE NEW
UNIVERSAL CASH REGISTER
WITH EXCLUSIVE FIVE YEAR PARTS REPLACEMENT GUARANTEE
PRECISION MADE — SMOOTH KEY ACTION
SIMPLE CONTROLS
U. S. Distributor — T. K. McGOURTY
87 West Main Street, Patchogue, New York

1/5 the COST

. . . SIMPLEST OPERATION YET!

Model 3
$140



Multo
CALCULATOR

MULTO is an amazingly low-priced calculator, ideal for small offices, stores, accountants, insurance men, etc. It is lightweight, ruggedly built, designed for all-around service.

Features:

- **Rapidly handles all fundamental operations.**
- **Quickly checks invoices and statements.**
- **Instantly calculates cost and selling prices.**

MULTO opens up a new field for sales of popular-priced calculators. Find out about it TODAY!

Model 13 MULTO Calculator, similar to Model 3, includes "Back Transfer" feature, permitting continuous operation without resetting figure in keyboard—another great time-saving feature! Price $160.

Telephone:
Circle 5-6940

EXCLUSIVE U. S. DISTRIBUTORS FOR
ADDO-X Adding Machines
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ADDO MACHINE CO., INC.

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of bands. The Regent is a quality Numberer and Dater, individually boxed, while the Monarch is a general utility item, popularly priced for volume sales.

TYPEWRITER STAND

Maso Steel Products, Dept. O, 81 W. Van Buren St., Chicago 5, Ill., makes the all steel Economc Stand Model No. 695D with a handy letter size drawer.

Stand is 27″ high and the two folding leaves make its top 14½″ x 35″. Offered in a choice of three hammerloid finishes: gray, green or brown. Details and prices on this and other Maso products can be had from above address.

OFFICE PARTITIONS

Mills Co., 975 Wayside Road, Cleveland 10, Ohio, offer their free 48-page catalog No. 52 to persons who deal with problems of changing office space requirements. It contains numerous installation and construction photos and detailed construction drawings showing Mills Movable Metal Walls in various styles and accessories like doors, ceilings, transoms, louvers, top fillers, wickets, grilles, shelving, counters, bookcases, glazing and hardware.

VERTICAL FILES

Dray Mfg. Co., 4961 East 52nd Place, Los Angeles 22, Calif., makes Drayfile B Filing Cabinets in 2, 3 and 4 drawer styles. Cabinets are 28" deep and have 10 roller and ball bearings per drawer,

positive locking follow blocks, full progressive suspensions and are triply reinforced on each side. Available in green or gray baked enamel, with or without paracentric lock. Further information from above address.

BALL POINT INK

Flo-Ball Pen Corp., 16 East 40th St., New York 16, N. Y., announces Mag-Ink quick-drying ball pen ink, a product

E X P O R T

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MACHINES
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TYPEWRITERS

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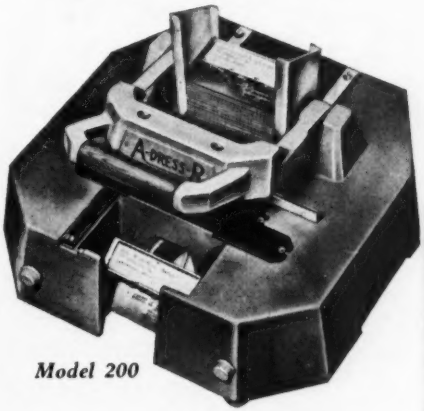
A-DRESS-R



Model 200

ADDRESSING MACHINE
USING
METAL PLATES
THAT FEED AUTOMATICALLY
Prints thru a ribbon that winds and reverses automatically. Both machine and plates are practically indestructible.

SAVE TIME — SAVE MONEY
Addressing envelopes, cards, statements, pay checks, tags, labels or self addressed envelopes. Will make carbon copies, print in duplicate, triplicate or repeat.

SPEEDIEST — CLEANEST
The Most Satisfying
OF ALL ADDRESSING MACHINES
Speed—Approx. 1200 Impressions per Hour
48 Hour Plate Embossing Service by Mail

ALWAYS READY
FOR INSTANT USE
Requires No Skill or Experience to Operate
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SPECIFICATIONS
Takes Any Size up to 9" x 12"
Weight 35 lbs. Size 19" x 19" x 9"
GUARANTEED FOR ONE YEAR
PRICE $110.00 PLUS $6.60 FED. TAX

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DEALERS IN PRINCIPAL CITIES
Send to-day for Circular D and 10 day free trial offer.

U.S. Patent No. 2,522,111

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with ALLEN-QUIK TWIN ERASING SHIELD

Keep your carbon copies as neat and clean as your original copy. Not in the old fashioned and time-consuming way with bits of cardboard or metal, but in the new, easy Allen-Quik way. The long handle and unique twin design make this shield the clean, quick way to smudgeless carbon copies. Allen-Quik, made of non-curling Vinylite, is fast becoming a favorite with typists everywhere.

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NEW YORK 38, N. Y.

of four year's research to overcome objections of critical ball pen users. Mag-Ink is permanent and dries in seconds so it cannot be smeared or transferred. It will not leak through the point of the pen and it keeps pens clean. There is no danger of bleeding and Mag-Ink will wash out of clothing. All new Flo-Ball pens contain this ink.

SELECTIVE PHOTOCOPY REDUCTION

Remington Rand Inc., 315 Fourth Ave., New York 10, N. Y., offer a free booklet which describes 11 different record maintenance problems faced by various industries. Titled "Dexigraph Photocopy Service," among the problems is one where a government agency had to reduce an 8" x 6" record to a 5" x 3" card. Typing new cards was limited by a time factor; ordinary photographic reproduction methods reduced the identifying name illegibly. Dexigraph Photocopy equipment permitted keeping the same-size name while the remainder of the record was reduced with one photographic exposure and one record handling. Other problems described show the speedy duplication of bank signature cards to the changing of record sizes in order to convert from hand to machine posting. Ask for Bulletin BSD-4.

OFFICE PUSHCART

Continental Fixtures Co., 1104 W. Main St., Oklahoma City, Okla., announce that offices are using their Nest-Karts Type

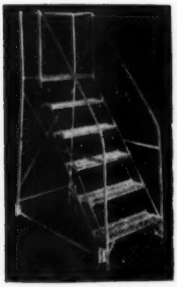
New York Sales Agency Available
for packaged products sold thru Stationery Stores

Offers complete merchandising service on fee or commission basis to limited number of manufacturers. Long experience in selling and distributing Top Quality Brands. Advisors and Consultants in marketing and sales promotion. Fifth Avenue Office with full listings in your name if desired. Write for complete information submitting literature describing your products.

Foster Consultants and Sales Agency, Inc.
303 Fifth Avenue New York 16, N. Y.

SW-50 for conveyance of files, machines, stock room supplies, etc. Transferring files is the widest use. Without disturbing the order of the files, they can be moved quickly and easily. Nest-Karts have a basket capacity of 4500 cubic

inches with a large built-in lower basket in addition. Baskets for small items are available to be attached inside the standard baskets, without impairing nesting feature. The roomy lower shelf is specially adapted to carrying bulky items or it may be fitted with a special basket. Ballbearing casters with non-marring



COTTERMAN WELDED STEEL SAFETY LADDERS
For Filing Rooms, Stock Rooms, Vaults. Strong—Easy to Move Easy to Climb.

Mounted on Swivel Brake Casters which allow the ladder to be rolled freely when no one is on it. When you step on the ladder the rubber cushioned legs rest on the floor and prevent rolling. Made in 7 heights—2 widths.
Send for Circular 51-0 and prices.

I. D. COTTERMAN, Mfr.
4535 N. Ravenswood Ave.
Chicago, 40, Ill.

I clean my LINOLEUM DESK TOP in 2 minutes . . . with

LINO-KLEEN

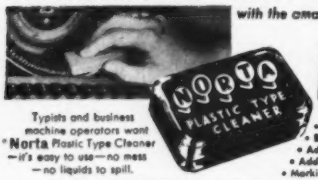
No water—no soaping—no rinsing — eliminate sloppy pails. Simply apply this chemical cleaner a few minutes each week . . . and your linoleum desk tops look like new—restores original non-glare, non-gloss finish. Anyone can clean their own desk top without getting soiled — LINO-KLEEN makes cleaning a pleasure. Keep a bottle in each desk.

• **Write for FREE trial sample.**

Dealer Territories Open.

WIEMER'S, Inc.
70 Vernon St., Bridgeport, Conn.

TYPE CLEANING MADE EASIER



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Typists and business machine operators want *Norta Plastic Type Cleaner —it's easy to use—no mess —no liquids to spill.

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• Billing Machines
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• Addressing Plates
• Marking Devices, etc.

*NORTA THE ORIGINAL PLASTIC TYPE CLEANER

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Select Rough — Rebuilt

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- ADDING AND BILLING machines bought, sold, rented, repaired or reconditioned. Write for current prices.

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File No. 442 is made of heavy steel to last for years. Equipped with key and strong lock that stays closed. Gray hammerloid finish. Inside are letter-size folders, alphabetical, monthly and blank. Individually boxed, 6 to carton.

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1601 Duane Blvd., Kankakee, Ill.

rubber wheels and compact, well-balanced construction make them easy to maneuver. Any girl can handle fully loaded carriers all day without fatigue. Nest-Karts have telescoping construction to permit nesting together so that each additional unit requires less than 6" of additional space.

CARBON PAPER

Codo Mfg. Corp., Coraopolis, Pa., announces that Keen-Rite Carbon Paper, one of the most popular brands in the Codo Line, now reaches the market with two important changes. The name Keen-Rite now appears on the back of each sheet in a new design and the sheet contains important material improvements. Codo has

developed a control for applying a coating on the reversible side to resist slipping, a feature secretaries will favor. The new sheet is ½" longer to facilitate removal of carbons after the original has been typed. Each sheet has two corners rounded off as an aid in handling. As with the leading brands of Codo, each box of Keen-Rite contains the exclusive Carbon Gripper, a most useful accessory.

TYPEWRITER PLATEN

Shipman-Ward Mfg. Co., 325 N. Wells St., Chicago 10, Ill., announces the addition of a new ingredient to the rubber used in compounding B. F. Goodrich platens, for which the firm is exclusive

LET'S LOOK AT THE FACTS

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MANUFACTURERS OF
THE WORLD'S FINEST
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Backs up its dealers
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SALES AIDS
LITERATURE
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2-YEAR FORGERY BOND
Insurance on All Machines

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ONLY REX-ROTARY D270 HAS
COMPLETELY AUTOMATIC PRE-MEASURED INKING

Electric Multi-Color
STENCIL DUPLICATOR

It's exclusive with the revolutionary Rex-Rotary D270 . . . an ink cartridge is inserted, a dial set for the degree of inking, and the machine needs no further attention . . . all copies come out perfectly and uniformly printed . . . no more under- or over-inked copies . . . re-inking not necessary . . a bell announces when it's time to insert a new cartridge.

. . . with printing press precision, on large sheets or small cards, the beautiful steel grey Rex-Rotary D270 does a fast job in any color . . . better, cleaner and with more economy and flexibility than any other machine.

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Let me have more information about the new Rex-Rotary D270 duplicator and the name of my nearest distributor
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Address _____

REX-ROTARY Distr. Corp. · 19 W. 31, New York · WI 7-4927

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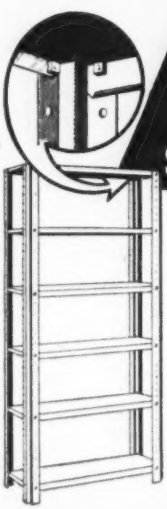

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adjustable **STEEL SHELVING**

with new, rigid "Twin-Post" corners

Here's the one shelving that has both the strength and fine appearance for most of your office, storeroom and warehouse shelving needs. 16 gauge "Twin-Post" corners are actually 2 posts with 3 strong corners . . . shelves fit tightly, everything stays in line. Finish is smooth baked-on Airline Grey or Olive Green enamel. 18 or 20 gauge shelves available in a wide range of sizes.

See your office supply dealer or write us for specifications.

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the **FORCE** **5** *action* numbering machine

Contains 2 extra movements for triplicate and quadruplicate in addition to standard consecutive, duplicate and repeat movements. 5 actions in one machine fulfill normal office requirements. Foolproof mechanism.

Deeply engraved characters, lightweight aluminum frame, easy-to-grip plastic handle. 6 figure wheel capacity, Gothic or Roman. Prefix letter wheels available. 5 Year Guarantee.

THREE QUARTERS OF A CENTURY'S SERVICE

WM. A. FORCE

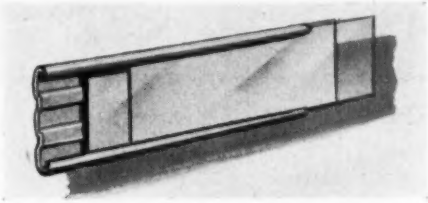
& COMPANY, INCORPORATED

64 White Street, New York 13, N. Y.

national distributor. Technically known as paraisopropoxydiphenylamine, the patented substance has been tradenamed Paradin. It functions as a chemical anti-oxidant in the platen compound, stretching the life of the platen by preserving its resilience and retarding the normal hardening of the rubber. By slowing down the aging of the platen rubber, Paradin will keep B. F. Goodrich platens alive and springy far beyond the point at which an average platen develops a hard, slippery surface responsible for embossing, paper slippage and other typing troubles.

SHELF LABEL HOLDER

Aigner Index Co., 97 Reade St., New York 13, N. Y., makes the Aico Label Holder for attachment to bins, shelves, cabinets, counters, showcases, etc. Label holders can be permanently fixed in place with cement, tacks, staples or screws. Made of neutral ivory cellulose acetate butyrate plastic which is fireproof, holders come complete with perforated paper inserts and transparent cellulose acetate faces ready for use. Sizes range from ½" x 2" to 1½" x 5", packed ten



of a size to a package, 12 packages to a carton. Special lengths up to 6 ft. can be made to order. Illustrated literature and prices from above address.

CORRECTION

The list price of $169.50 for the Dashew Calculator does not include the excise tax, as it was incorrectly stated on page 131 of the February issue of THE OFFICE.

MANUFACTURERS OF

TIME STAMPS
CHECK CERTIFIERS
SERVICE DATERS
QUICK-SET MACHINES
DATE & NUMBERING

THE AJAX TIME STAMP CO., INC. with more than thirty years of experience in manufacturing time recording equipment, check certifiers, dating and numbering machines, guarantees you quality products with excellent dependable service.

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NEWS of the Office

SPAA Annual Conference

The fifth annual international systems meeting of the Systems & Procedures Assn. of America will be held at the Hotel Roosevelt, New York, Oct. 20-22.

Two Sample Census Surveys

About one-eighth of the nearly 62 million civilians employed in the U. S. as of October, 1951, were in clerical work according to a sample Census Bureau survey. One-sixth of the 62 million were managers, officials and proprietors (except farm); 8.2% were professional and technical workers and 6.1% were sales workers: all substantial users of commercial stationery and office equipment.

Another sample survey by the Bureau of the Census in January, 1951, indicates that the median number of years that people stayed on the same job was 3.9 years for men and 2.2 years for women. Workers in the age group 55-64 years showed 8 years as compared with 3.2 years for those 35-44 years old.

NOMA Registrants Increasing

Famed speaker Walter M. Casey will sound the keynote of the 33rd International Conference of National Office Management Assn. in San Francisco, May 18-22. Other speakers will include J. Houston Barnes, Standard Hosiery Mills, Inc.; Harold W. Stewart, California Packing Corp.; Dr. Theodore J. Barnowe, University of Washington. Advance registration points to an attendance of 1,500 according to Emma Lee, national conferences and expositions chairman, and 22 of the 47 chapters already registered are from east of the Mississippi; six from Canada. Attendance will exceed earlier estimates which had erroneously considered the travel necessary for eastern members to be excessive. Now it is expected attendance will near that of NOMA's record-breaking New York conference last year. Five leading San Francisco hotels will be occupied. Technical sessions will be at the Fairmont Hotel with the office equipment exposition in the Civic Auditorium.

Winifred T. Rabbitt, secretary to the post commander at Fort Slocum, N. Y., works amid office equipment which is labeled with its cost to the taxpayers. The labels read, "This Equipment Cost the Taxpayers $..... Take Care of It."

Wide World Photo

Why I gave the largest order to Bill

His office impressed me, first time I saw it. The place had an air of quiet efficiency. He had figures we needed, right at his fingertips. Looking at his desk, I felt big things would get done because details were competently handled.

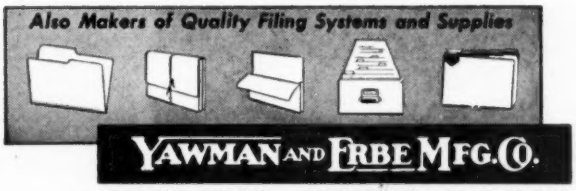
It gave me a clear picture of the kind of man I wanted to do business with. That's why I gave Bill the largest order.

"Y and E" makes the office equipment that's such an important part of this picture.

Attractive, efficient . . . "Y and E" helps you get things done —the way that gets the order.

"Y and E" equipment is designed for success.

If delivery on your order for "Y and E" equipment is delayed, you may be sure we're doing our best to overcome the problem as quickly as steel shortage permits.



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For long, high quality runs . . . copies that have print-like appearance, Remington Rand plastic coated PROCEL Stencils are supreme in the stencil duplicating field. Even a light or uneven typing touch results in copies of uniform, highly legible tone . . . copies that really "come alive" . . . thanks to PROCEL's sensitive plastic coat.

This sensitivity, when combined with PROCEL's unusual strength, gives you a stencil that is ideally suited to illustration, stylus and pen work. Further, PROCEL's strength minimizes cut-outs and type clogging, too! Sturdy PROCEL Stencils give you much longer runs . . . do away with typing another stencil in the middle of the job. And PROCEL Stencils are so easy to read against the white cushion sheet designed to banish "stencil eyestrain."

For consistent high quality and long run economy, specify Remington Rand PROCEL Stencils every time.

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Biggest Suggestion Award?

Martha Albin of the branch accounts department in the office of Pitney-Bowes, Inc., Stamford, Conn., won $922.36 for two suggestions. She received $802.44 for suggesting that branch cash reports be audited once instead of twice a month.

THE OFFICE would like to have readers send in the names of office workers who have received a larger suggestion award for an office idea.

Revised Office Tests

A revised series of National Business Entrance Tests is available. This is series 1420 Official Test Center Long Form for use in April, May and June; and, under certain conditions, throughout the year. Sponsored jointly by National Office Management Assn. and United Business Education Assn., there are three different series for different testing situations. A booklet, "Information about National Business Entrance Tests," can be had from the sponsors at 132 W. Chelten Ave., Philadelphia 44, Pa.

Chicago Filing Winners

Records Management Assn. of Chicago has presented two pupils of Jones Commercial High School with scholarships. Winners were Valerie Lay and Darlene Lorenz who wrote the best 1000-word essays on "Why I Am Interested in a Filing Career."

National Conference & Exhibit Calendar

National Office Furniture Assn., Haddon Hall, Atlantic City, April 23-25.

National Office Management Assn., Fairmont Hotel, San Francisco, May 18-22.

Insurance Accounting & Statistical Assn., Netherlands-Plaza Hotel, Cincinnati, May 19-21.

National Assn. of Credit Men, Houston, May 11-15.

New York Stationery Show, New Yorker Hotel, May 18-23.

National Assn. of Purchasing Agents, Atlantic City, May 25-28.

National Retail Drygoods Assn., Controllers' Congress, Roosevelt Hotel, New York, May 26-29.

Life Office Management Assn., Spring, Broadmoor Hotel, Colorado Springs, May 26-27; Annual, Chalfonte-Haddon Hall, Atlantic City, Sept. 22-24.

Assn. of American Railroads, Accounting Div., Book-Cadillac Hotel, Detroit, June 10-13.

National Assn. of Cost Accountants, Waldorf-Astoria Hotel, New York, June 15-18.

National Machine Accountants Assn., Curtis Hotel, Minneapolis, June 19-21.

National Office Machine Dealers Assn., Baker Hotel, Dallas, June 16-18.

National Secretaries Assn., Washington, D. C., July 23-25.

National Stationery & Office Equipment Assn., Conrad Hilton Hotel, Chicago, Oct. 4-9.

Controllers Institute, Book - Cadillac & Statler Hotels, Detroit, Oct. 5-8.

American Institute of Accountants, Shamrock Hotel, Houston, Oct. 6-9.

Institute of Internal Auditors, Chase Hotel, St. Louis, Oct. 19-21.

National Institute of Governmental Purchasing, Edgewater Beach Hotel, Chicago, Oct. 19-22.

Systems & Procedures Assn. of America, Roosevelt Hotel, New York, Oct. 20-22.

National Business Show, Grand Central Palace, New York, Oct. 20-25.

National Assn. of Bank Auditors & Controllers, Schroeder Hotel, Milwaukee, Oct. 27-30.

American Society for Personnel Administration, Pfister Hotel, Milwaukee, Nov. 20-21.

National Business Teachers Assn., Congress Hotel, Chicago, Dec. 28-30.

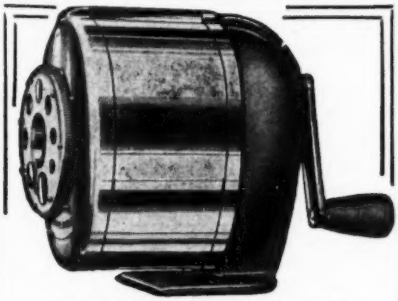
Hat Work Tickets

(*Continued from page 55*)

color.

A Visirecord file containing dividers for each style of hat holds behind each one of these dividers the required transparencies for each color in a given style. These transparencies are films which reproduce the image of the manfacturing instructions for one color of each style. The instructions are for production control, inventory control, selecting of stock, production of leather band, linings, decorations and body. They also contain the image for the reproduction of the piecework tickets for both band and body manufacture. Spaces for the sizes required on both the band and body manufacturing instructions are on body and leather stub. Style transparencies

Photographer Margaret Bourke White using a Gray Audograph for in-flight dictation on Pan American World Airways' President Special flight between New York and Paris. Since vibration and friction do not affect its operation, the Gray Audograph is used by many airlines for in-flight dictation, test-flight performance reporting, aerial survey recording; and recording of control tower communications and telephoned reservation orders. The latter use is an aid in sales training.



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2. Boston twin-milling 30 cutting edges.
3. All metal, nickel-plated or transparent receptacle.
4. Mounts on desk top or wall.

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Tusco Stands provide a combination of strength, stability, operator comfort and beauty available in no other office machine stand. Equipped with an adjustable ball foot the TUSCO Stand provides solid support for the heaviest, most active machines on the most uneven floors.

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Please explain how I can simplify and systematize my record keeping with VUE-FAX.

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PARAISOPROPOXYDIPHENYLAMINE!*

Keeps' em Bouncing Longer!

Just call it

PARADIN

. . . the built-in bounce-stretcher that makes **B. F. Goodrich Platens** *more than ever* your best bet for better typing!

PARADIN is the new chemical anti-oxidant developed by the world-famous B. F. Goodrich research laboratories. Its purpose? . . . To keep the rubber in B. F. GOODRICH PLATENS *alive* (and maintain all the spring and resilience so essential to efficient typewriter performance and perfect typing results) LONGER THAN EVER!

Next time you need a platen replacement, ask your dealer for

B.F. Goodrich Platens compounded with *paradin!*

No other platen has it!

*Patent #2274602

Nationally distributed by

SHIPMAN-WARD MFG. CO.

325 N. WELLS • CHICAGO 10, ILL.

are used together with quantity transparencies which contain the image for the various quantities required. For instance, the quantity transparency for a half-dozen is laid out in such a manner that 6/12 will appear on every portion of the job order ticket which ultimately becomes a separate unit, including all the piecework tickets. It is thus possible to make up a combination of any style in any color and in any quantity, and in addition combine these two transparencies with the original order. Only the name and address, form order number impressions, die number and code number of the original order are exposed. In the actual operation the production order clerk selects the proper transparency for style and color, plus the quantity transparency, and uses the folded order form together with a sheet of perforated copy paper, feeding all four pieces (original order, copy paper and two transparencies) into the exposure feed to the machine. After exposing, the transparencies are re-filed in the Visirecord file and the next transparency required is selected from this file. During this selecting operation, the copy is being automatically fixed and the resulting printed work ticket stacked on top of the machine. The production order copy paper is perforated to permit its separation and folding for the

"Look, fellas, you're not back in the office now."

required production operations.

In addition to preparing the production tickets and order acknowledgment, it is necessary to copy the entire order form for a duplicate which is used to record completion of orders in the shipping and billing department at the factory warehouse. The address section is also copied on a 4″ x 6″ card for an alphabetic cross reference file maintained at the factory, as all orders are kept in a terminal digit file by the last two digits of the order number. The papers reproduced from the original order are forwarded to the production order checking clerk, who checks the color, style and quantity transparencies with the order. This clerk also folds the production orders on two vertical creases and writes the sizes required as stated on the original order form. These sizes then appear on the hat band and body instructions. A variation from the customary writing method had to be adopted and sizes are now written vertically instead of in the customary horizontal manner. While this may be unusual, it has not increased writing time and has not produced any difficulty in the factory operation. In addition to entering the sizes, a suffix is added to each of the four reproductions of the order number to designate the item-line number as, for instance, order number 1215 may contain two different styles in three different colors, therefore six production orders which are suffixed 1215-1 1215-2, 1215-3, etc.

Order acknowledgments, which fit into window envelopes, are approximately the size of a check and are immediately released for mailing. Production order tickets are accumulated for a daily express shipment to the plant where they are received within 24 hours after the orders originally arrived at company headquarters in Philadelphia. Actually, the shipping delay is no greater than in any office procedure in a manufacturing concern. Transportation takes place overnight and the expressed production order tickets are received before the

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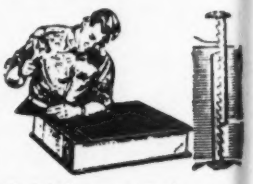

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$12.00 FOR 1000
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CARBON PAPERS

TYPEWRITER • BILLING
FAN-FOLD • PENCIL
CARBON JACKETS • REGISTER ROLLS

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TYPEWRITER • TABULATING
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CODO CARBON GRIPPER BACKING SHEET
A patented Codo feature included in each Box of "Super-Treated" — "Super-Kote" — "Keen-Rite" (not for sale)

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Factory: Coraopolis, Pa.

CODO QUALITY QUALIFIES

564 W. Monroe St. Chicago 6, Ill. | 401 Wood St. Pittsburgh 22, Pa. | 270 Lafayette St. New York 12, N. Y.

plant opens.

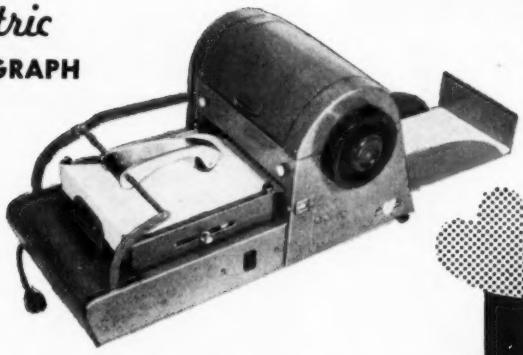
The first step at the factory is screening the qualities and colors for available raw material. Production tickets for which material is available, with delivery dates applicable to current scheduling, are released to the production scheduling clerk who selects from the order a sufficient quantity for one day's production, considering production facilities and combining certain styles and colors for an economical production schedule. This preliminary scheduling is approximately one week ahead of actual production. At this point the production control stub and inventory control stub are detached for the order control clerk who posts the production data on the customer's original order. Inventory control stubs are accumulated and sorted weekly by quality and color, and the totals posted to their respective hat body, band, lining, and leather inventory cards. The leather and band production stub is released about three days prior to the actual hat body production for imprinting the leather with customer's name, cutting leathers to hat sizes and the preparatory work on the hat bands. This stub also has the order number so that it can be matched later with the bodies manufactured under the same order number. This stub has nine piecework coupons.

After completion of the manufacturing processes on the hat body and final trimming, hats are ready for packing according to instructions on the order. The center part of the order ticket becomes a label to identify the box containing the manufactured hats, and shows customer's name and address, order number, code number, style, quality, color and sizes. The small stub left, not needed for the address label, is forwarded to the order control clerk, where it becomes the completion notice for the specific item on the order. This coupon also carries the order number.

Completed orders are checked in the shipping department against the customer's duplicated order forms. The

Built for Action

HART
Electric
MIMEOGRAPH



- Speedy & Automatic
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- Deluxe Feed Assembly
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- Simplifies Filling-in Forms and Records

HM 249 Electric
List **312.50** plus tax
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HART MANUFACTURING CO.
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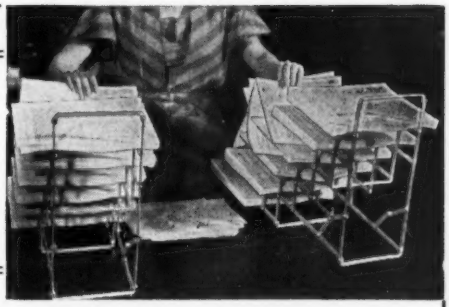
Line Up with HART'S Complete Line!

- Economical hand operated models
- Efficient electric models
- Convenient spirit duplicators
- Top quality accessories and supplies

ALL PRECISION-BUILT—BEAUTIFULLY DESIGNED—PROFITABLE!

SAVE
Time and Labor
WITH



Evans GATHERING RACKS

GUARANTEE:
Evans GATHERING RACKS are guaranteed to produce quicker and better results than any other collating aid on the market.

Yes—one unskilled worker actually collates 3,500 sheets an hour, working steadily without fatigue!

Each section holds 500 sheets of any size paper at inclined angle, for finger-tip collating, with worker standing or sitting, as preferred. Use racks singly or two or more together for large gatherings. Of all aluminum, racks collapse for setting aside.

Pictured: Two 6-Section DU Racks at $14.00 each. 7 other Models, from $11.00 to $25.00.

See Your Dealer or Write: Evans Specialty Co., Inc., 403 N. Munford St., Richmond 20, Va.

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Bosses and typists alike endorse the deft, businesslike type-cleansing magic of CLAR-O-TYPE . . . so fast, so economical! Sturdy dauber eliminates spattering and drudgery! Try it!

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Economy
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PHONE YOUR LOCAL PRES-TO-LINE DISTRIBUTOR
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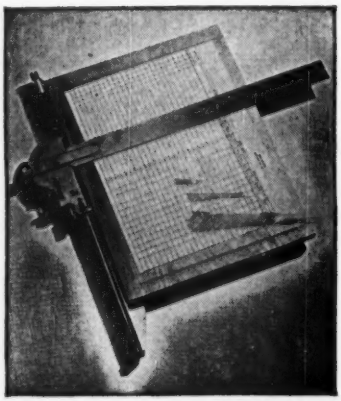

The PARALINER is a new device for ruling forms. It has a micrometer-like setting knob by which the distance between lines is measured. When once set the straight edge moves forward the exact measured distance step by step, with a slight pressure of the thumb and forefinger. The operation is very simple and anyone can produce forms the equal of a skilled draftsman.

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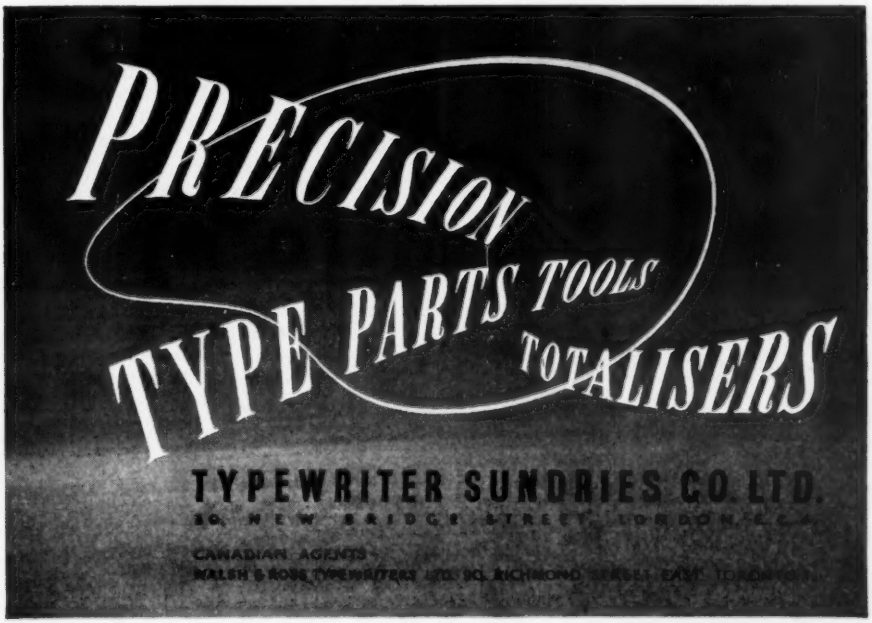
THE PARALINER COMPANY, INC.
226 Colorado Bldg., Washington 5, D. C.

last completed item on a customer's order is the signal for the shipping department to release the duplicate copy of the order to the billing department for pre-billing the shipment, indicating on this duplicate order form the method and date of shipping. The actual billing operation produces the customary number of invoice copies together with either freight bills of lading or express label, waybill and receipts. The customer's code number on the original production ticket, which is attached to each carton, identifies the stencil number for address stenciling the shipping cartons. This method of pre-billing eliminates a double handling of cartons, previously required, and simplifies operations in the shipping department.

This procedure of order production control and billing from the salesman's original order is still rather new. It is therefore not possible to evaluate the extent of savings accomplished by this procedure at this moment. However, results have been so gratifying that preparations have been made to swing the entire order production control to a Copyflex machine. The actual savings will be in the elimination of handwritten details pertaining to the customer's name, address, order number, etc., on each one of the production tickets; eliminating also the writing of the production order number on the order and repetitive writing of color in three different areas. The order acknowledgment typing is eliminated as is posting the alphabetic order control at the factory. While it is not this writer's habit to enumerate the number of hours or employees which can be saved through a method improvement, it can definitely be said that they are considerable. There have been not only savings of time, but also improvements in speeding up the operation and eliminating errors. To quote the management of Champ Hats, Inc., "This is the most nearly automatic office procedure we have even seen."



NEWS of the Industry

WOFI Officers

W. T. Powell

At its general membership meeting in Washington, D. C., Feb. 7-9, Wood Office Furniture Institute elected as president W. T. Powell, general manager, Myrtle Desk Co., High Point, N. C. Mr. Powell is recognized as a leader in the industry and his company has added many new selling features to its line and greatly expanded its plant facilities under his direction. Sterling Lord, vice president and secretary, Leopold Co., was reelected vice president and he will continue as chairman of the advertising-promotional committee. Raphael Blessinger, assistant manager and director of sales, Jasper Desk Co., was elected treasurer. Serving with the above on the executive committee will be: A. F. Kreig, general manager, Jasper Seating Co.; J. K. Boling, vice president, High Point Bending & Chair Co.; and R. E. Sturm, treasurer, Jasper Office Furniture Co.

N. Y. Stationery Show

The 6th annual New York Stationery Show will be held at the Hotel New Yorker, May 18-23. Over 3000 buyers are expected to visit the show which will be open from 1 to 9 p.m. on Sunday; 10 a.m. to 9 p.m. on Wednesday; 10 a.m. to 6 p.m. on Monday, Tuesday and Thursday; 10 a.m. to 1 p.m. on Friday. The dinner dance will be held Thursday evening.

"Invest in America"

Announcement was made by Rudolph Lang, executive secretary, Office Executives Assn. of New York and managing director of the National Business Show, that the 1952 National Business Show Oct. 20-25 will this year have every major industry share in showing America the cause of its greatness. The exposition will fill all four floors of New York's Grand Central Palace with visual demonstrations showing how America thrives under capitalism. OEANY issued the following statement: "The job of selling the American way is up to management. No one industry or group can accomplish the whole job. The office machine and equipment industry as the industry behind the operations of all industries, has undertaken the responsibility of keynoting this campaign. The American system of free enterprise has to be sold completely to all Americans. Every industry should welcome the opportunity to take part in this effort."

Detroit, Los Angeles and Philadelphia have had Invest in America weeks to present to the community the role that capitalism has played in making America great and demonstrate how each individual shareowner and worker helps to make this the most powerful industrial nation in the world. Invest in America will be the theme of the 1952 National Business Show.

Smith-Corona in Canada

A. O. Dawson was appointed president of L. C. Smith & Corona Typewriters of Canada Ltd. He has been with Smith-Corona for 18 years being vice president and general manager since

The Safety Vault Alone...

is worth the entire cost of these cabinets.

The "JUNIOR" File No. 197Y

Small enough to fit any nook, large enough to keep letters, bills and personal papers orderly. A steel safety vault for your valuables (only YOU know the combination). Two ball-bearing letter files. 37½" high, 15¼" wide, 17½" deep. Green or Cole gray.

$52.00

With plunger-type lock for both drawers No. 197YPL $60.00

The "SALESMAN'S" File No. 960Y

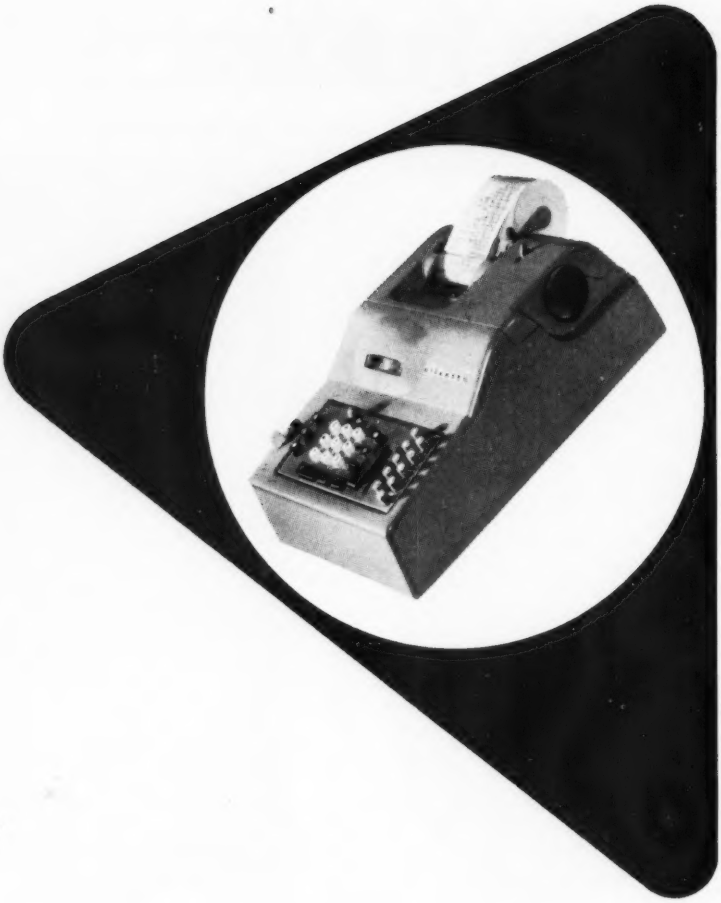
A drawer for prospects' and customers' names. Holds 3200 3 x 5 or 4 x 6 cards or cancelled checks. Two ball-bearing letter files for letters and quotations. A steel safety vault for your cigars, bottles or other valuables, protected by a combination dial lock. 43" high, 15¼" wide, 17½" deep. Green or Cole gray.

$56.45

With plunger-type lock which automatically locks all drawers No. 960YPL $65.00

PRICES SLIGHTLY HIGHER IN TEXAS, COLORADO AND WEST OF THE ROCKIES

COLE STEEL EQUIPMENT COMPANY
285 Madison Avenue, New York 17, N. Y.



The only printing calculator having a separate multiplication keyboard . . . with unique automatic short-cut multiplication. The printed tape is permanent evidence of all calculations, including credit balance. Total capacity 999,999,999.99.

olivetti ***fully automatic Printing Calculator***

Olivetti Corporation of America, 580 Fifth Avenue, New York 36. Over 300 sales and service points throughout the United States.

New York window display of International Business Machines Corp. showing electric typewriters, colored to match spring flowers, wearing "butterfly" wings in a garden setting.

1938. An excellent sales and service organization is maintained in all principal cities with a factory branch in Toronto.

St. Louis Is NOMDA Winner

St. Louis Office Machine Dealers Assn. won the Liston Jackson Award for the greatest percentage membership increase in a contest of the National Office Machine Dealers Assn. with a 100% increase in membership. Indiana-Kentucky was second and Miami Valley, third. Wm. AA. Johnston of Knoxville, Tenn., won the individual award. Texas brought in the highest number of new members, 20. Trophies will be presented at the annual convention at Dallas in June. Another membership campaign has been started and will end May 31.

Accounting Sales Manager

E. H. Gibson has been appointed sales manager of the Accounting Equipment Division of McBee Co. according to H.

Joseph A. Biel, Tulsa agent for Standard Duplicating Machines Corp., once a year sets up an exhibit in the National Bank of Tulsa for one week. Mr. Biel says this is the best type of exhibiting he has ever done.

Sherwood Typewriter Exchange, Twin Falls, Idaho, won first prize in the annual Christmas window display contest of National Office Machine Dealers Assn. with a 4th of July theme. The unique idea was presented at a total cost of $15.

C. Davis, executive vice president. Mr. Gibson had been vice president and sales manager of McBee Co., Ltd., Toronto, and under his direction the accounting equipment division was organized. A new plant, built in Toronto, is capable of producing all McBee printed products. Mr. Gibson expanded the Canadian sales organization to include offices in most principal Canadian cities. Mr. Gibson is replacing A. F. Niendorff who, at his own request, is returning to the field and assuming charge of the Boston region.

Old Town N. Y. C. Office

In keeping with its policy of constantly striving to improve service to its customers, Old Town Corp. has opened a New York sales office at 345 Madison Ave. where a complete equipment and

"Paper Punches Every Office Needs!"

CLIX
3-HOLE PAPER PUNCH

Simplest, surest paper punch made. Punches all 3 holes for 3-ring binder sheets at a single squeeze. No adjustments to make, no gauges to set, no places to mark. Insert sheets and squeeze! Weighs less than 16 ounces; fits brief case or desk drawer. $3.75 list.

MODEL 3 . . Punches 3 holes ¼" dia., spaced 4¼" on centers, ¼" from back binding edge — standard spacing 11" x 8½" sheets.

CLIX
1-HOLE
PAPER
PUNCH

Personal paper punch for individuals, home, office and industry. Light pressure of thumb punches clean ¼" hole instantly in paper, light cardboard, etc. Ideal for punching tickets, tags, restaurant checks. 24 in counter display carton. 50 cent list.

MODEL 100 . . . Punches ¼" hole, ¼" from binding edge.

Clix PAPER PUNCH

Order from your Stationer or Office Supply Dealer

NEW ENGLAND PAPER PUNCH CO., NATICK, MASSACHUSETTS

systems display is ideally located for prompt service to all five city boroughs, Westchester, Nassau and Suffolk counties. The move is part of an expansion program to render complete coverage in this territory which has been handled by Old Town for the past 36 years.

"Eastern Echoes" Wins Award

At a meeting of the Massachusetts Industrial Editors Assn., "Eastern Echoes," published by Eastern Corp., Bangor, Me., was presented a top award for editorial excellence. One of 19 house organs so honored at the editors' annual awards dinner, "Echoes" underwent an editorial revitalization and format face-lifting job about one year ago. Attractively printed in two colors, this publication prints news of high general interest to Eastern's distributors' sales personnel and Eastern employees.

K. W. Henderson, advertising manager, Eastern Corp., last month announced that Eastern's new advertising campaign would feature the All-Time All Stars in the ten most popular sports, chosen by Grantland Rice, because analysis has proved that the best prospects for the company's products are men.

3 PHONE PROBLEMS SOLVED

1. *Safeguarding privacy.*
2. *Quieting the office.*
3. *Better hearing—noisy places.*

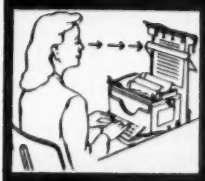
HUSH-A-PHONE
Model for all types of phones and dictating machines.
Write for Literature
HUSH-A-PHONE
65 Madison Ave.
Room 710
New York 16

For Carbon Paper, Business Forms And All Your Commercial Printing
QUICK SERVICE
Carbon Paper, waxed back, smearless, non-curl
94c per 100 sheets in envelopes,
10c extra for boxes
Minimum order 10,000 sheets, f.o.b. New York.
No samples sent but sample box of 105 sheets available at $1.35. If not satisfied after using 5 sheets, return remainder and money will be refunded.
600 sheets @ $1.20 C. 1200 sheets @ $1.10 C.
5000 sheets @ $1.05 C. 10000 sheets @ 94c C.
LITHO CARBON PRINTING CO.
Carbon Paper Manufacturers and Printers
230 Third St., Brooklyn 15, N. Y.
Telephone: ULster 2-4306

"SLIP-ON" LABEL HOLDER

SO-1 For 1" Ring Books, 25c ea.
SO-2 For 2" Ring Books, 35c ea.
SO-1½ For 1½" Ring Books, 30c ea.
OFFICE PRODUCTS, INC.
9925 Freeland, Detroit 27, Mich.
On Stationery Counters Everywhere

Are You Still Typing the Hard Way?
Users of the New Copy RIGHT



produce more and better typing . . . comfortably. Pays for itself quickly.
Ask your dealer to demonstrate the Copy RIGHT Copyholder or write us for details.
COPY RIGHT MFG. CORPORATION
53 Park Place (Dept. 1) New York 7, N. Y.
Canadian Agent: UNDERWOOD Ltd. Toronto 1

★ ADJUSTO-SWING fits most desks, wood or metal. Easily attached.
★ Adjustable to proper height.
★ Converts flat top to Steno desks.
★ Insures your machines against tipping over.

Adjusto-Swing Office Machine Stands Co.
509 Shelby St. Detroit 26, Mich.

LETTER & LEGAL SIZES

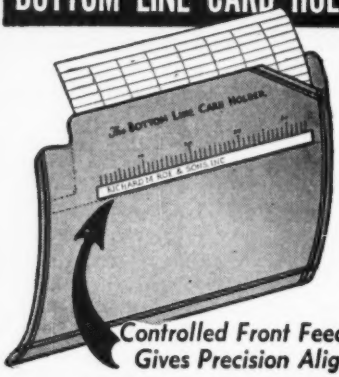
VANGUARD
STEEL STORAGE FILES

"Double" as active files. Stack without sag or bulge. Easy roller operation. Oven-baked gray or green—brass finish trim. Prompt shipment.

CONTACT YOUR DEALER TODAY

Vanguard
Engineering & Manufacturing Company
53 WEST JACKSON BOULEVARD • CHICAGO 4, ILL.

BOTTOM LINE CARD HOLDER



Controlled Front Feed Stop Gives Precision Alignment

FOR FAST, ACCURATE TYPING OF BOTTOM LINE INDEX ON ALL VISIBLE CARDS

10 Card Sizes — $1.85 to $2.30

Ask Your Visible Systems Supplier
or write to PALSON MFG. CO.
280 Main St., Worcester 8, Mass.

PAPER MASTER PLATES for OFFSET DUPLICATING

. . . The modern easy way to prepare perfect master plates for every type of offset duplicator.

TYPE IT just like a letter.
ERASE and CORRECT with ease.
WRITE and DRAW on it.

REPLIMAT
PAPER MASTER OFFSET PLATES

Available in cut sheets, continuous forms, snap-out sets, teletype rolls or for any office systems machine.

REPLICA PRODUCTS CORPORATION
Manufacturers of Offset Duplicating Supplies
154 NASSAU STREET, NEW YORK 38, N. Y.

Remington Rand Abroad

C. W. Reifel, general sales manager of the International Division of Remington Rand Inc., announced appointment of V. J. Seward as sales manager for the combined typewriters, adding and calculating machines department, and W. E. Rohman as sales manager of the accounting machines department. Remington Rand Inc. has 361 branch offices with sales organizations on five continents; 15,090 exclusive distributors and dealers on six continents, 32 plants throughout the world.

MASA Convention

Annual convention of the Mail Advertising Service Assn. International has been announced by S. M. Feldenheimer, president. The convention will be held in the Shoreham Hotel, Washington, D. C., Oct. 4-7.

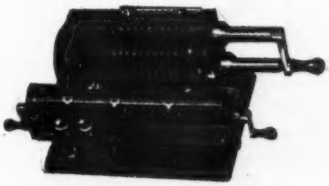
New Itkin Showrooms

Itkin Bros. last month opened their new showrooms at 290 Madison Ave., New York, and Ben Itkin, president of

A leading chain store organization reports saving one-third in time and labor costs by using the Peirce magnetic dictation system for making retail stock inventories. In addition to saving money, this method raised the rate of accuracy in counting stock to a high degree.

SINCE 1874
ORIGINAL-ODHNER
HANDY CALCULATORS

"The machine to count on"



The following example shows simplicity and speed of operation.

ONLY ONE SETTING NECESSARY

Simply set levers at "68" and calculate the answer in 25 seconds without setting any other figures.

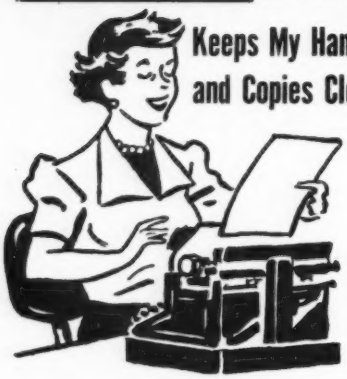
68 units @ $1.75	*$119.00*
15% discount	*17.85*
	101.15
Less 2½% for cash	*2.53*
	$ 98.62

Compare the advantages of this sturdy, low-cost, portable and efficient calculator with any machines in the field. Why pay more?

Write for Bulletin QO-43

Odhner Sales inc.
IVAN SORVALL, PRES.
210 FIFTH AVE., NEW YORK 10, N. Y.
SOLE DISTRIBUTORS FOR U. S. A.

NEV-R-KURL Carbon Paper



Users report it's a joy to use NEV-R-KURL carbon paper —the universal carbon. They're sold on its advantages. The plastic backing prevents slipping in manual or electric machines. NEV-R-KURL won't tree, curl, smudge or wrinkle, and it produces up to 50% more permanently-sharp, clear, legible copies.

Dealers who stock NEV-R-KURL know its sales advantages over other carbons mean more repeat orders. Office managers like to learn saving methods. Recommending NEV-R-KURL carbon paper can give you the inside track to other business. Write today to find out how NEV-R-KURL can help you.

PHILLIPS PROCESS CO., INC.

the firm, announced that a study showed that more compact furniture is increasing space productivity approximately 20% to 30%. This is especially important in the crowded metropolitan area where office space is expensive.

Hall's Safe Co. Resumes

Re-organization of Hall's Safe Co. with a complete new line revives one of the oldest names in the safe business. Hall's Safe Co. is a direct successor of Hall's Safe Co. of Cincinnati. General offices have been moved to Canton, Ohio. Resident officers are Stanley L. Berkebile, vice president in charge of sales and Glen F. Rittenburg, vice president and treasurer.

Cash-O-Matic Manager

Creation of a Cash-O-Matic division by Mosler Safe Co. and appointment of Edith E. Elliott as manager were announced by Edwin H. Mosler Sr., president of the 104-year-old company. Miss Elliott resigned as assistant controller and general office manager of Gimbels, New York. One of the nation's leading authorities on department store cash control methods, Miss Elliott had been with Gimbels since 1942 and prior to that she was a department manager in the controller's division of Bloomingdales, New York.

Are Your Guide Tabs BROKEN? Cut them off and substitute

Unbreakable spring jaws clamp them firmly to cards but permit removal or rearrangement.
Large openings covered by transparent pyroxylin, white, blue, green, yellow, pink, or red.
Insertable labels in perforated strips for typing.
2 Sizes, 1" wide and 2". Tops straight or bent back.
Sold by leading stationers, U. S. and foreign, or sent ppd. to responsible firms on 30 days' trial. Price list free.
Samples (5 or less) 2 cents each.
12,500 used by Hobart Bros. Co., Troy, Ohio
CHAS. C. SMITH, Mfr., Box 737, EXETER, NEB.

Exporters and Commerce Dept.

The American Office Supply Exporters Assn. meeting Feb. 20 featured Milton Blecher, U. S. Dept. of Commerce, as guest. He outlined the department's aims in stimulating export business for American manufactures all over the world and its services available for their use. His participation in a question and answer period dealt mostly with problems of material procurement, export licenses, foreign restrictions and the channels through which to appeal various unfavorable decisions.

Gavrin Philadelphia Office

Oliver Walker, formerly with International Business Machines Corp., has been appointed Philadelphia regional sales manager at 1700 Walnut St., for Arthur J. Gavrin Press, Inc., and Gavrin Tabulating Forms, Inc., of New Rochelle, N. Y. Mr. Walker brings to this newly-created post more than 20 years experience in business forms and systems work.

Block & Anderson Expand

Founded in 1922 by W. E. Block, present managing director, Block & Anderson Ltd. has grown from a small calculating machine agency to one of the foremost office equipment manufacturers and suppliers in Great Britain. Complete reorganization was necessitated by the destruction of the company's premises in the London blitz and its building in Kensington Church St. is now being remodeled and enlarged. Especially attractive will be the new showroom for demonstrating machines.

FOX

CUSHIONS
Since 1911

Sit-Well CUSHIONS

A Guarantee of Satisfaction!

TWO STYLES

402—Two Inches Thick
PULLMAN FRONT
Reversible—Damask Both Sides
BROWN OR GREEN

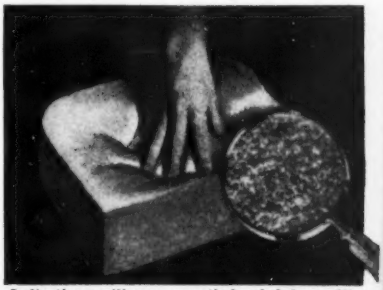
A—17" x 18" $6.00
B—15" x 17" $5.80
C—14" x 15" $5.40

401—One Inch Thick
SINGLE EDGE
2 COLORS IN ONE
Reversible—Damask Both Sides
Brown One Side—
Green One Side

A—17" x 18" $3.70
B—15" x 17" $3.50
C—14" x 15" $3.30

Prices F.O.B. Chicago

GEO. E. FOX & CO., 1051 N. Throop St., Chicago 22, Ill.



Indicating resiliency—smooth bonded foam filler responds to pressure. Magnifying glass shows millions of intercommunicating cells combined to make foam rubber fillers.

FEDERAL-FEDERAL

- FEDERAL - FEDERAL - FEDERAL - FEDERAL - FEDERAL - FEDERAL - FEDERAL -

U.S.

CASH REGISTERS

For INDEPENDENT Dealers

(Liberal Open Account Terms)

FEDERAL - FEDERAL

The FEDERAL CASH REGISTER CO.

DEPT. 18 P. O. BOX 2265 KANSAS CITY, MO.

A. B. Dick Product Development

A. B. Dick Co. announced the appointment of Rudy P. Kaspar as manager, sales engineering department. He will be responsible for a product development program for A. B. Dick mimeograph products, A. B. Dick folding machines and A. B. Dick lithograph products. During his nine years with the company, Mr. Kaspar has been in field sales work and has served as manager of customer service and sales engineering representative.

Brand Name Retailers

Stewart Office Supply Co., Dallas, was named Brand Name Retailer of the Year in the office equipment and stationery field by Brand Names Foundation. Howard Co., Midland, Texas, won second place; Ivan Allen-Marshall Co., Atlanta, was third; Diehl Office Equipment Co., Columbus, Ohio, and Belcher & Schacht, Long Beach, Calif., followed.

Burroughs Vice President

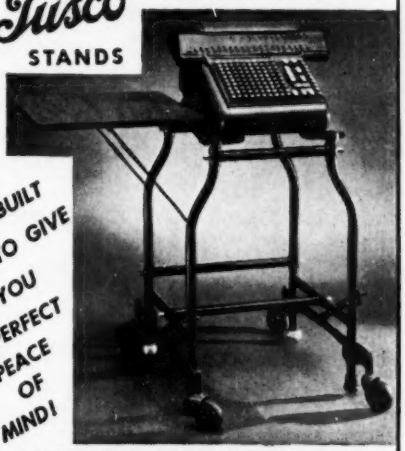
Clarence Dunlop, formerly consultant to the management of Burroughs Adding Machine Co. on manufacturing activities abroad, was named a vice president of the company by its board of directors. Mr. Dunlop, who makes his headquarters in London, England, will coordinate the continued development of Burroughs international operations. In announcing the action, John S. Coleman, Burroughs' president, said: "World markets have been an important part of our business since the turn of the century, and in recent years we have expanded our operations abroad substantially. Mr. Dunlop's new assignment is an indication of the growing significance of world trade in our total activities and of our determination to continue to expand our services to business abroad."

Todd Cincinnati Plant

Appointment of Robert L. Cunningham as manager of the Cincinnati branch printing plant of Todd Co., at 1014

Tusco STANDS

WON'T TIP OVER®



BUILT TO GIVE YOU PERFECT PEACE OF MIND!

SHOWN: NEW MARCHANT *Figuremaster* ON A TUSCO STAND.

TUBULAR SPECIALTY MFG. CO.

1940 Stanley Ave. Detroit 8, Mich.

ESTABLISHED 1921

Personality

NAME PLATES

for Desk and Door

ENGRAVED • BEAUTIFUL
DURABLE • ECONOMICAL

Plastic in 2 handsome finishes: Black or Grey. Clear white letters. Metal feet for desk, or holes and screws for door. 8" and 9" long. 16 letters maximum.

2.50 each, list

LIBERAL DISCOUNTS

WM. A. FORCE & COMPANY, INCORPORATED
64 White Street, New York 13, N. Y.

How to Make INVISIBLE Erasures

With a few feather-light strokes, a Rush FybRglass Eraser removes the last trace of an incorrect character — keeps your typing clean and professional-looking.

Colorful plastic holder uses long-life propel-repel refills. It must satisfy *you*—or your money back.

RUSH-FYBRGLASS ERASER

Order from your Dealer
or send 50¢ and name of dealer to
The Eraser Co., Inc.
104 S. State St., Syracuse 2, N. Y.

"Save Time with Rite-Line"

THE MODERN COPYHOLDER

RITE-LINE CORP. 1025 - 15th Street, N. W., Washington 5, D. C.

RITE-LINE COPYHOLDER

CURTA

The Personal Calculator

Capacity: 8 x 6 x 11

Weight: 8 Ounces

Price: $129.00
Plus Federal Excise Tax

ADDS • SUBTRACTS
MULTIPLIES • DIVIDES
DOES SQUARE ROOTS

Rule of 3 is accomplished in one operation (multiplication and division done simultaneously).

SCIENTIFIC IN DESIGN AND APPLICATION (NOISELESS)

Comes in rust and dustproof pocket-size container for easy carrying at all times.

Write for literature. Dealer inquiries invited.

PRECISA DISTRIBUTORS, INC.
P.O. Box 1557, Salt Lake City 4, Utah

MASO'S
NEW
"Econome"
STAND

No. 695D

Has Handy Letter Size Drawer!

This newest addition to Maso's line of typewriter tables and stands is of all steel construction throughout. Choice of 3 beautiful hammerloid finishes: gray, green, brown. Size 14½" x 35"-27" high. Write for details, prices.

Visit Booth 3—N.O.F.A. Show!

MASO STEEL PRODUCTS
Dept. O, 81 W. Van Buren, Chicago 5, Ill.

WANTED:

Premium prices paid this month for:
(late models only)

NATIONAL 30612 (118)
NATIONAL 30412 (118)
FRIDEN ST10's
MONROE MA7's
COMPTOMETER M & WM's
BURROUGHS CR BL 8 or 10 col.
VICTOR PORT ELEC.
BURROUGHS LATE BILLING MCH.

Dress up your Burroughs Model 7's with VON'S SIDE PANELS & INCREASE PROFIT!

VON SOOSTEN & CO.
804 Pine St. St. Louis 1, Mo.

MANY LETTERS REACH US EVERY DAY
from our business friends, proving that **Buromarkt** office equipment magazine is internationally recognized. If you are interested in the European market you can be informed twice a month about all new developments in **Office Machinery, Office Devices, Office Furniture, Office Supplies** and the complete range of Commercial Stationery by the news and trade journal

BUROMARKT International Journal of Office Equipment reaching 10,000 dealers and managers in all countries of Europe with the monthly supplement: **Das Rationelle Buro,** (The Efficient Office).

Information from: Atlantic Service Agency, P.O. Box 415, Flushing, N. Y. INdependence 3-6815.

Sample copies from:

VERLAG PETER BASTEN,
AACHEN, GERMANY

Broadway, was announced by A. Richard Todd, executive vice president. The plant manufactures protected, insured checks for banks and business concerns over a five-state area, southward to Virginia and westward to Indiana.

Decorated Metal Moves

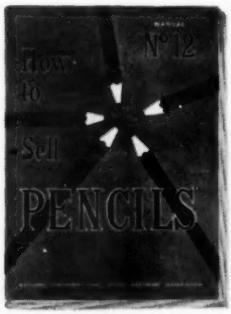
Decorated Metal Mfg. Co., in operation in Brooklyn, N. Y., since 1907 has transferred its plant and office to Milltown, N. J., it was announced by George D. Atwood, president. The company manufactures metal spools and containers for typewriter ribbons.

Heads Auto-Typist Service

American Automatic Typewriter Co., manufacturer of the Auto-typist, announced appointment of William J. Rodes as national service manager. Mr. Rodes has been in charge of service at the factory in Chicago for three years. Before that he was with the Auto-typist dealer in St. Louis.

Sales Consultants

Paul L. Foster, until recently general sales manager for Mittag & Volger, Inc., now conducts the Foster Consultants & Sales Agency, Inc., at 303 Fifth Ave., New York 16, to provide manufacturers of packaged products sold through the stationery trade with effective sales and distribution service. Vernon G. Stark and Robert M. Hansen are officers in the new firm. Mr. Stark was with Mittag & Volger over 35 years. He became a direc-



"How to Sell Pencils" is the 12th sales manual prepared for members of the National Stationery & Office Equipment Assn.

★★★★★★★★★★★★★★★★★★★★★★★★★★★★

STORMS
QUALITY PRODUCTS
CARBON PAPER
INKED RIBBONS
CARBONIZED ROLLS
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tor in 1928 and treasurer in 1938. Col. Hansen specializes in advertising display and sales promotion. Mr. Foster, a practical sales executive, operated the Foster Sales Service from 1924 to 1929.

Litho Carbon Printing Co.

Litho Carbon Printing Co., 230 Third St., Brooklyn 15, N. Y., has opened a plant to manufacture carbon paper and produce one-time carbon interleaved forms as well as other commercial printing. J. W. Irvington is president of the company which has had 30 years experience in Europe and South America. Their Litho Carbon Paper is described as a non-curl, smearless sheet for all uses, economically priced. Their forms are trade-named Litho Carbon Express forms.

Henry Sturgis Dennison

Henry Sturgis Dennison, 74, president of Dennison Mfg. Co. since 1917 died February 29. Death ended an active and successful career as a manufacturer. In public life, Mr. Dennison served in his home community, in the Commonwealth of Massachusetts, nationally and on international committees. On graduation from Harvard, he joined the company in Framington, Mass., working in all divisions to study the problems of manufacturing and to prepare himself for executive assignments. He had an inquiring mind and manual skill as he quickly learned the manufacturing processes. His views on employment brought him many calls for service on governmental commissions. Under his presidency, Dennison Mfg. Co. continued its growth and last year set a new record with orders of more than $37 million.

James Quartz

James Quartz, 75, retired since 1945 because of ill health but for 52 years an executive of F. S. Webster Co. serving as factory manager in charge of production for over 40 years and from 1941 to 1945 as vice president and a member

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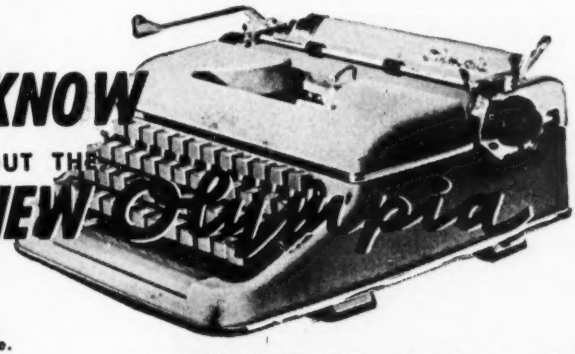

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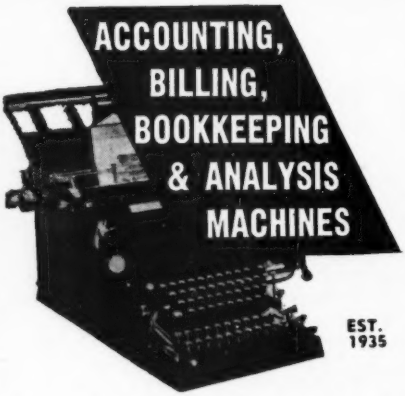

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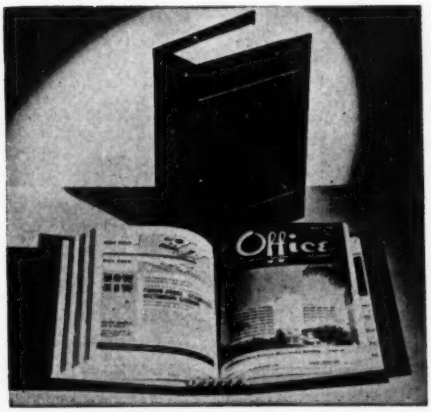

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As We See it

Office Work Is Important!

IN February, on this page, it was suggested to readers that they describe in fifty or less words the importance of office work. Not a simple thing to do, yet a surprisingly large number of office executives submitted some very commendable entries. It proved extremely difficult to select the best. Some readers decided to judge rather than participate and opined that we had won our own prize with:

> No one in this land could ever get here—live here—or leave here without office work.

Nevertheless, our $50 award goes to Lynford M. Foster who is secretary to the committee on budgetary control in the home office of National Life Insurance Co., Montpelier, Vt. He submitted:

> Office work is the hub around which the wheel of business revolves. Here is the center where the pertinent facts are gathered, sifted and dispersed, thus combining talents and providing the vital means of communication between the necessary components to establish a definite course and purpose for business.

The importance of office work should not be confused with paperwork volume. Nothing gains importance because of volume alone. Too many persons believe clerical work is bad and they are often right because the clerical work which they happen to judge *is bad*. It's bad when people must fill out poorly designed forms and it's worse when someone must post or tabulate data from such forms. It's bad when people without clerical training, or who have been trained for something entirely different, are forced to devote much of their energies to clerical work because of faulty business organization. It's bad when clerical talent is dissipated on haphazardly designed office procedures.

The blame for the type of clerical work which impedes effort and annoys people rather than expediting work and helping people, belongs upon the heads of our business and government leaders who refuse to recognize the *importance* of office work. When a piece of machinery is considered unimportant, no one spends time or money maintaining it, or bothers to improve or modernize it. Painting it a different color won't improve performance any more than changing the office from green to gray. But if the top man took an interest in that machine; hired an engineer to look it over and a machinist to operate it, and if the top man did not forget all about the machine, that machine might be the best one in the whole plant. Similar attention from higher up can do likewise for the office.

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